



## **MARKETING PLAN**

### **HIVECAT SYSTEM: A REVOLUTION IN THE WAY TO PRESENT AND SELL TILE**



**Presentation by: Elena Dolz Corral**

**Supervised by: Juan Carlos Fandos Roig**

**DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 – FINAL GRADE WORK**

**2016-2017 COURSE**

## **INDEX**

1. EXECUTIVE SUMMARY .....	4
2. SITUATION ANALYSIS .....	5
<b>2.1. Internal Analysis .....</b>	<b>5</b>
2.1.1. Presentation of the company .....	5
2.1.2. Company Resources.....	6
2.1.2.1. Human Resources.....	6
2.1.2.2. Physical Resources.....	6
2.1.2.3. Marketing Resources .....	6
2.1.2.4. Financial Resources.....	8
2.1.2.5. R & D .....	8
2.1.2.6. Corporate Social Responsibility .....	9
2.1.3. Capabilities of the company .....	10
2.1.3.1. Distinctive capabilities .....	10
2.1.3.2. Value chain .....	10
<b>2.2. External Analysis .....</b>	<b>11</b>
2.2.1. Macroenvironment (PESTEL Analysis).....	11
2.2.1.1. Political Factors.....	12
2.2.1.2. Economic Factors.....	13
2.2.1.3. Sociocultural Factors.....	15
2.2.1.4. Technological Factors.....	16
2.2.1.5. Ecological factors.....	19
2.2.1.6. Legal Factors.....	20
2.2.2. Microenvironment .....	21
2.2.2.1. Bargaining power of customers.....	21
2.2.2.2. Bargaining power of suppliers .....	21
2.2.2.3. Threat of new entrants .....	22
2.2.2.4. Threat of substitute products .....	22
2.2.2.5. Rivalry between competitors.....	23
2.2.3. Competitive Analysis.....	23
2.2.3.1. Levels of competence .....	23
2.2.3.2. Main competitors .....	25
<b>2.3. Market Analysis.....</b>	<b>33</b>

3. SWOT ANALYSIS .....	34
4. MARKET SEGMENTATION .....	37
<b>4.1. Positioning .....</b>	<b>39</b>
5. MARKETING PLAN.....	40
<b>5.1. Definition of the new product.....</b>	<b>40</b>
<b>5.2. Marketing objectives.....</b>	<b>41</b>
<b>5.3. Marketing strategies .....</b>	<b>42</b>
5.3.1. Growth and diversification strategy.....	42
5.3.2. Competitive strategies .....	43
5.3.3. Strategy as competitive advantage.....	43
<b>5.4. Action programs .....</b>	<b>44</b>
5.4.1. Summary of action plans.....	44
5.4.2. Action 1: Design responsive website .....	46
5.4.3. Action 2: Special launching offer.....	50
5.4.4. Action 3: Create a YouTube Account for HIVECAT System.....	50
5.4.5. Action 4: Create a Twitter account for HIVECAT System .....	51
5.4.6. Action 5: Facebook Ad campaign .....	53
5.4.7. Action 6: LinkedIn product page.....	54
5.4.8. Action 7: Create a Blog.....	55
5.4.9. Action 8: Create a Webinar Q&A .....	56
5.4.10. Action 9: Success Stories.....	57
5.4.11. Action 10: Email marketing automation.....	58
<b>5.5. Timeline .....</b>	<b>60</b>
<b>5.6. Budget .....</b>	<b>61</b>
<b>5.7. Control .....</b>	<b>62</b>
6. INDEX WITH FIGURES, TABLES AND GRAPHS .....	63
7. BIBLIOGRAPHY .....	66

## 1. EXECUTIVE SUMMARY

---

HIVECAT System is a SaaS solution developed by Woman on Mars, a company specialized in the development and commercialization of interactive digital catalogs and product visualizers, fundamentally for the tile industry. For this purpose, they use a centralized system of product commercial information management and different visualizers designed by their own, which adapt to the customer's needs.

The SaaS sector has experienced a remarkable growth in recent years and it is expected that this trend will continue in the future, in fact, the number of small and medium enterprises that use cloud technology to boost their sales and increase their efficiency are increasingly.

In the present marketing plan, an internal analysis has been carried out to analyze the resources of the company, and an external analysis to study the situation of the environment and the competitors of HIVECAT System, besides analyzing the SaaS sector.

The general objective of this marketing plan is the commercialization of HIVECAT System on a national and international scale, positioning it as the reference technological solution for small and medium-sized companies in the ceramic and habitat sector. In order to achieve this, several of specific objectives have been defined, differentiating between quantitative and qualitative ones, emphasizing to reach a level of brand awareness and being able to convert leads into clients.

In order to reach the established objectives, a total of 10 actions have been proposed, adapted to the company's philosophy, the characteristics of HIVECAT System and the main objective. These actions are accompanied by a budget and a timeline, which indicates the start and duration of each of the proposals.

Finally, control mechanisms have been established to ensure compliance with established objectives and to identify possible deviations.

## **2. SITUATION ANALYSIS**

---

### **2.1. Internal Analysis**

#### **2.1.1. Presentation of the company**

Woman on Mars was founded on 06/24/2010 by Roberto Benages, who is the sole administrator and CEO of the company. It is classified as CNAE code 6209 "Other services related to information and computer technology".

Woman on Mars began as a digital marketing consultancy firm that offered its clients customized solutions, such as advertising, design, marketing plans and different digital communication services. At present, it is a technology based company specialized in the development and commercialization of interactive digital catalogs and product visualizers, fundamentally for the tile industry. For this purpose, they use a centralized system of product commercial information management and different visualizers designed by their own, which adapt to the customer's needs. Their core business is HIVECAT System, a digital tool developed by them and the aim of the present marketing plan, it will be describe in depth later.

#### **MISSION**

The mission of Woman on Mars is to help small and medium-sized companies of the ceramic sector in their adaptation to the current competitive environment that is marked by the internet and new technologies and get a successful digital transformation process.

#### **VISION**

To be the referent technological partner for SMEs of the tile industry that promotes and facilitates the adjustment to the new digital paradigm.

#### **VALUES**

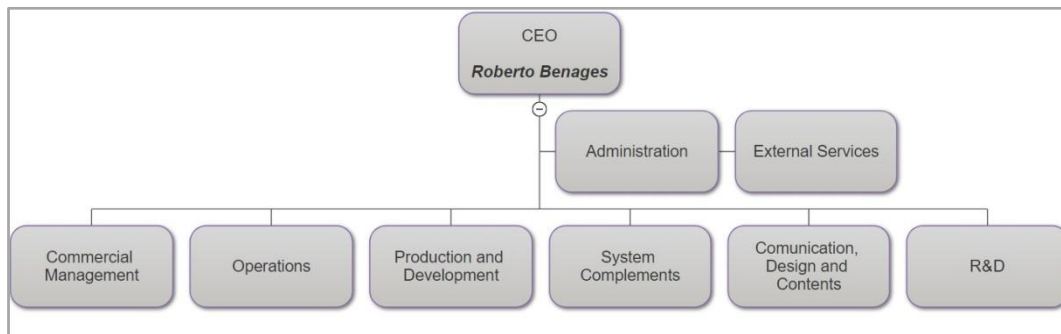
- Passion for technology and digital attitude: identity stamps of the entire team that makes up the company.
- Commitment to talent: the people's talent is a powerful tool of differentiation.
- Disruptive approach: breakdown with obsolete processes, constant innovation, commitment to imagination and creativity to find new ways to solve problems.

## 2.1.2. Company Resources

### 2.1.2.1. Human Resources

Regarding to the human resources of the company, Roberto Benages, the founder, CEO of the company and the chief decision-maker at the managerial level, is at the top of the organization chart and then, the company has a multidisciplinary team in which predominates the technological profile, the following image shows this organization chart:

**Figure 1. Organizational chart**



Source: Own elaboration. Data: Woman on Mars.

### 2.1.2.2. Physical Resources

Woman on Mars has a rental office located in Castellón de la Plana, Pasaje Prim, nº3, Bajo- Izquierda.

**Figure 2. Location**



Source: Google Maps

It is interesting to emphasize in this section that most of the company resources are in the cloud, such as Amazon servers, CRM, mail marketing platforms, etc.

### 2.1.2.3. Marketing Resources

#### **Product**

Woman on Mars develops and offers solutions to manage, present and sell product (fundamentally ceramic product).

The services offered by the company are known as SaaS (Software as a Service), a software distribution model where software and data are hosted on the provider's servers and accessed through the Internet. The company provides the maintenance and support service of the software used by the customer, and the customer pays for the use given to the application.

The current portfolio of Woman on Mars, formed by a single line and service is shown below:

**Figure 3. Service Portfolio of Woman on Mars**



*Source: Own elaboration.*

### **Price**

The average implementation price of the services of Woman on Mars will depend on the modules contracted, being the lowest price 3,500 € and the highest 20,000 €.

### **Place**

Regarding to the distribution channels, Woman on Mars does not distribute directly to the final consumer, so this is a 0 level channel (Manufacturer, B2B Client). The distribution process is as follows:

**Figure 4. Distribution process**



*Source: Own elaboration. Data: Woman on Mars*

## **Promotion**

Woman on Mars has used different communication tools during her business trajectory and are the following:

Events and experiences; the company attends the most important national and international tile fairs and exhibitions, as well as to financial-business networking fairs and economic forums such as Forinvest. It has also sponsored solidarity events including the Solidarity Day of Padel Tournament in Castellón to benefit the Association of Cystic Fibrosis of the Valencian Community and collaborated in conferences such as the third edition of Castellón Global Program. In addition, the company has granted interviews, (CEEI de Castellón, program Hoy por Hoy de la Cadena Ser, Venezuelan television, etc.).

Other communication tools used by Woman on Mars are direct and interactive marketing, the company communicates with its actual and potential customers through its website, e-mail and corporate social networks.

Finally, the company makes use of personal selling and sales promotion, fairs are the best place to carry out product demonstrations. If a potential customer is interested, the company will offer him to develop a demo with his own products, this way the buyer can try it before buy it.

### **2.1.2.4. Financial Resources**

The company was founded on June, 24th 2010 with a participative loan, from that moment it is self financing with its clients, the company has closed the exercise of 2016 with the following data:

**Table 1. Financial profile, period 2016.**

<b>31/12/2016</b>	<b>12 months</b>
<b>Operating revenues</b>	282.112,85 €
<b>Profit for the year</b>	25.644,08 €
<b>Total assets</b>	228.824,82 €
<b>Equity capital</b>	58.307,65 €

*Source: Own elaboration. Data: SABI*

### **2.1.2.5. R & D**

Woman on Mars allocates between 50-60% of its technical resources to R&D, its strong point is the technological innovation, and the company works in the continuous improvement to make its system more and more powerful.



This year the organization will receive its first grant to carry out R&D activities, in addition, Woman on Mars has been awarded with the innovative European SME stamp.

#### 2.1.2.6. Corporate Social Responsibility

Currently, the company does not have defined a CSR communication strategy; however, it carries out a line of practices that fit within this epigraph such as:

- People-related: policies on reconciling work and family life.
- Society-related: the company collaborates with the non-profit association dedicated to Cystic Fibrosis, contributing in everything it can, such as web design and posters for solidarity events. In addition, Woman on Mars cooperate with the CEEI of Castellón in the program Geek talent, carrying out sponsoring and mentoring actions to promote entrepreneurship.

Figure 5. Cystic Fibrosis poster 2017



Data: Woman on Mars Facebook page

- Environment-related: the use of HIVECAT System by the companies would mean replacing the traditional paper catalogs for the digital ones; this will produce a positive environmental effect.

### 2.1.3. Capabilities of the company

#### 2.1.3.1. Distinctive capabilities

Woman on Mars is leader in digital transformation and ceramic sector specialists, the company has some distinctive capacities that make it different from the competitors, these capabilities are listed below:

**Figure 6. Distinctive capabilities of Woman on Mars**

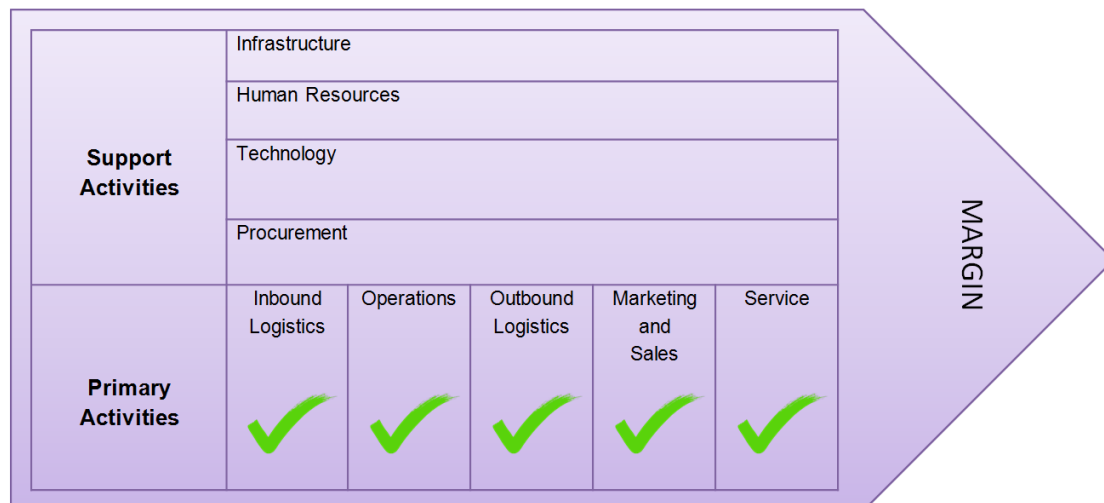
Distinctive Capabilities	Multidisciplinary team with a real technological base
	Tile industry specialists
	Disruptive organizational philosophy
	Strong commitment to innovation
	Technological revolution and digital attitude

Source: Own elaboration.

#### 2.1.3.2. Value chain

Woman on Mars is involved in the entire value chain, this can be seen in the following image:

**Figure 7. Value Chain**



Source: Own elaboration.

#### **Support Activities**

- **Infrastructure:** some support activities such as administration are carried out internally, while accounting and finance is managed by external professionals.

- **Human Resources:** in general terms, the search, hiring, training and personnel development policies are carried out by the company itself.
- **Technology:** to achieve a continuous improvement of products and processes Woman on Mars allocates the most part of its resources to R&D, in addition, they go to the most important tile fairs (Cevisama in Spain and Coverings in the U.S), this allows the company to be informed about the latest industry trends.
- **Procurement:** Woman on Mars selects carefully its suppliers, opting for those that allow the company to rely on its infrastructure.

### **Primary Activities**

- **Inbound Logistics:** Woman on Mars is responsible for purchasing products and services from its suppliers, such as servers, domains, templates, infrastructure, cloud storage, mail marketing tools, etc.
- **Operations:** in this phase, the above-mentioned inputs are transformed into outputs; this is the step where the tool is developed.
- **Outbound Logistics:** due to the company sells a service, there is no physical storage and distribution is done through the network. The product is not delivered directly to the final consumer, it is a B2B operation and customers are mainly producers and distributors of ceramic products.
- **Marketing and Sales:** the company uses various instruments of the marketing mix, such as sales promotion, personal selling, product upsell (environments, new modules, etc.), direct and interactive marketing and events and experiences.
- **Service:** Woman on Mars provides technical maintenance services and service hour's packages. Having a strong service component in the supply chain gives customers support and confidence, which increases the value of the product.

## **2.2.External Analysis**

### **2.2.1. Macroenvironment (PESTEL Analysis)**

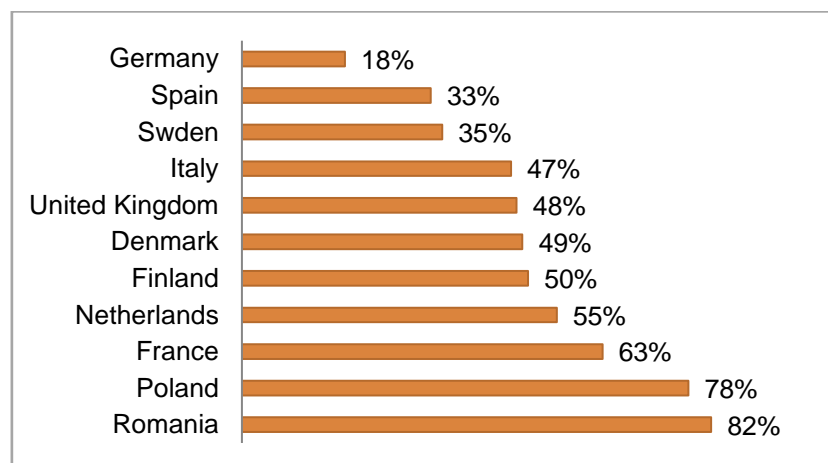
The following PESTEL analysis aims to characterize the set of factors affecting the company within a global framework of Western Europe and the United States, as well as the major economies of Central and South America. The selection of these areas is not random, it is where the company is currently operating and there are areas that despite presenting political and cultural differences, share the most important aspect for a company like Woman on Mars, a use of technology and a considerable access to this, as well as a medium-high purchasing power.

### 2.2.1.1. Political Factors

We live in unstable times, full of uncertainty and where social unrest is palpable. Citizen mistrust and indignation have become the norm and we are witnessing the rise of populism, a tendency that gains more followers and has become visible with examples such as Trump's triumph in the United States and the process of leaving the Union of the United Kingdom known as Brexit. Several European countries will hold elections in 2017 with a high probability that populist leaders will win, such as France with Le Pen, leading the National Front, are also in the spotlight Netherlands, Italy and Germany. Regarding Spain, after an atypical 2016 due to lack of government, 2017 will be characterized by dialogue, strong opposition and the need for a pact.

In the following graph we can see the rise of populism in Europe discussed above, France ranks third among the countries analyzed with 63% of the respondents who showed authoritarian populist opinions. In Spain the figure is significantly lower than in other European countries, although it accounts for a third of the adult population.

**Graph 1. % of Europeans with authoritarian populist views in November 2016**



*Source: Own elaboration. Data: Statista, YouGov*

In relation to Central and South America, it is a great unknown how the relations between Mexico and the United States are going to go, if Trump accomplishes all its electoral promises the Mexican economy could be exposed to a recession similar to the one that lived in 1994.

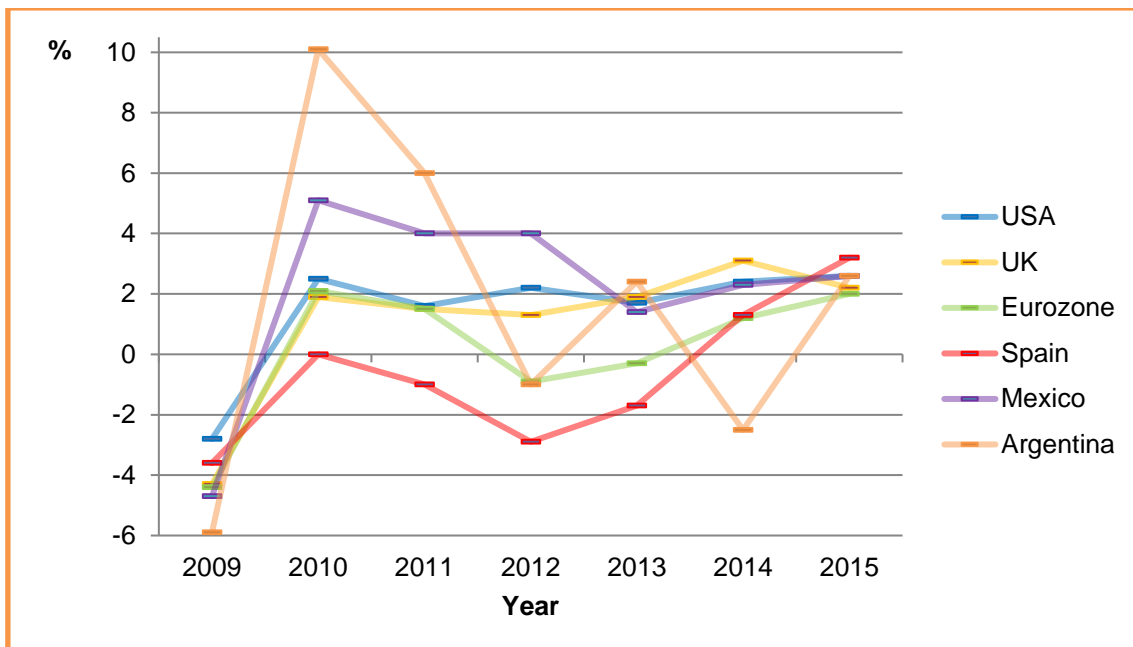
Argentina, for its part, is also undergoing a process of change, marked by recession, over-inflation and rising poverty. This has been the first twelve months of the center-right government, in which populism does not seem to have disappeared; it has simply been reinvented by Macri.

#### 2.2.1.2. Economic Factors

The global economic crisis that began in 2008 in the US adversely affected all sectors, and among many other consequences led to a contraction of the economy, unemployment and a widespread increase of poverty in many countries of the world. The following are the most relevant economic indicators that affect the economic activity of the companies, being these the Gross Domestic Product (GDP), the Consumer Price Index (CPI) and the unemployment rate.

One of the most important indicator to analyze and that is usually used as a measure of economic growth is GDP. The following graph shows the damage caused by the crisis in the different economies and in which signs of recovery can already be observed.

**Graph 2. Annual rates GDP. Period from 2009 to 2015**



Source: Own elaboration. Data: Datosmacro.

The first economy in the world taking into account this indicator is the United States; its GDP increased by 0.9% in the third quarter of 2016 compared to the previous quarter and grew by 2.6% in 2015. Another power of our interest is the United Kingdom which is the fourth largest economy in the world and its GDP increased by 0.6% in the third quarter of 2016 compared to the previous one, a rate equal to that of the second quarter of 2016. It also grew by 2.2% in 2015 compared to 2014.

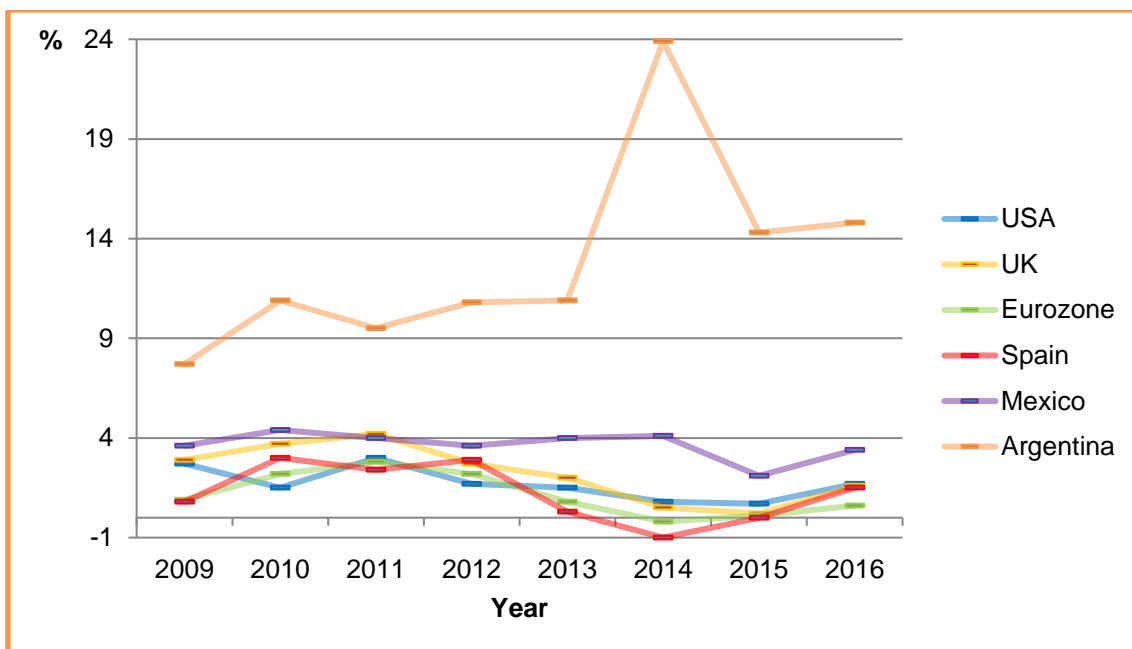
In Euro Zone, growth in the third quarter of 2016 was 0.3%, remaining constant with respect to the previous one and its growth in 2015 with respect to the previous year

was 2%. In this same period, GDP increased by 0.7% in Spain, 279,626 million Euros and placing our country in 12th place with a growth of 3.2% in 2015 compared to 2014.

With regard to Latin America, we will focus on Mexico and Argentina. Both countries closed the year 2015 with a GDP increase of 2.6%. According to data projected to 2030, collected from US Department of Agriculture reports, the three largest economies in Latin America in fifteen years will be Brazil, Mexico and Argentina.

The evolution of the CPI will be analyzed below; this index measures the evolution of the set of prices of goods and services consumed by the population of a country. The following graph shows the annual evolution of inflation in the different areas under study.

**Graph 3. Evolution of CPI. Period from 2009 to 2016**



Source: Own elaboration. Data: Datosmacro.

One of the aspects to be highlighted is that from 2013 onwards, there is a drop in prices in the Euro Zone, reaching -0.2% in 2014, in Spain in particular -1%, this was mainly due to The fall of Brent's barrel price by 60% in a few months.

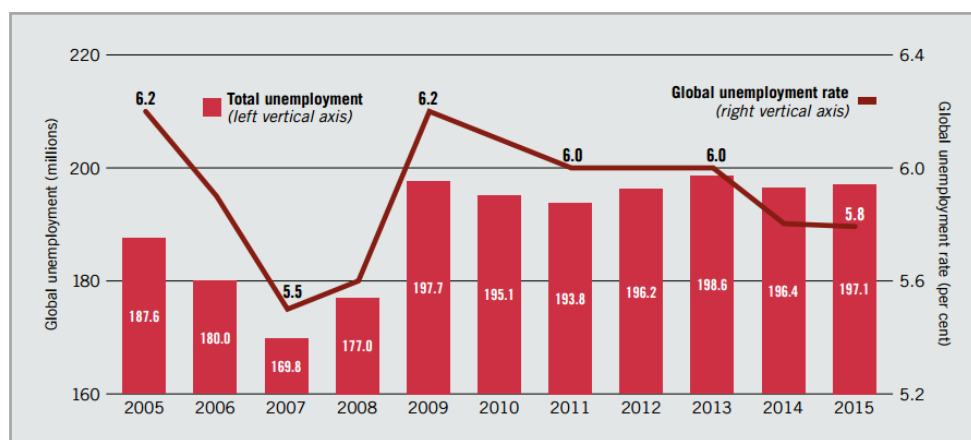
In general terms, in 2015 and until now there is a progressive increase in prices –with the exception of Argentina, whose particular case will be discussed below–. The graph shows that the current level of inflation is lower than the one in the first years of the period analyzed, this means that families have a higher disposable income, which will increase consumption and investment.

The most beneficial is a stable price level, which does not register serious fluctuations so that all the economic agents: companies, consumers and States know what to stick to, favoring activity and creating jobs.

Argentina has the third highest rate of inflation in the world, behind this high inflation is the high dependence of institutions of central banks and evidences a risk of recession in the medium term.

The evolution of the unemployment rate at the global level through the latest ILO study will be discussed below.

**Figure 8. Global unemployment rate. Period from 2005 to 2016**



Source: ILO, Research Department's Trends Econometric Models, November 2015

As can be seen in the picture, in 2015, the world unemployment rate reached 5.8% and unemployment grew by more than 0.7 million to reach 197 million. These figures are slightly lower than initially forecast, but global unemployment is higher by 27 million at 2007 levels, prior to the crisis. The number of unemployed worldwide increased by 2.3 million during 2016 and is expected to increase by 1.1 million in 2017. The worst part will be taken by emerging economies and the best part by the more advanced, as the ILO is forecasting a drop in unemployment of 1.4 million, thanks to reductions in the European Union and the United States.

In short, unemployment causes a contraction of consumption, savings and investment, which may have a negative impact on companies.

#### 2.2.1.3. Sociocultural Factors

The analysis of the macro-environment at the socio-cultural level will be divided into two parts, on the one hand the demographic evolution, and on the other, the changes in the lifestyle.

### Demographic evolution

The phenomenon of population aging is common to all developed countries, but in Spain it will be especially marked, as the Spanish Confederation of Business Organizations (CEOE) points out in the April 2016 report entitled "The aging of the population And its effects on the Spanish labor market ". This aging is especially due to the increase in the life expectancy of the population that is not being compensated by an increase in the birth rate. A good indicator is the dependency ratio calculated by dividing the population over 65 years of age among the working age population. This ratio in 2016 had a value of 28.3, but by the year 2050 is expected to reach 69.5 points in Spain. The rest of advanced economies will present an average growth of this rate of 1.9 points.

Although the increase in life expectancy represents a triumph, the aging of the population poses various challenges to families, communities and societies in aspects such as economic growth, economic security in old age and the organization of health care. In addition, an aging population is potentially less innovative and productive.

### Lifestyle changes

This last paragraph will link with the technological factors, and is that we live in a completely connected world where technology, digital tools and the sense of collaboration are fundamental characteristics. The increase of the use and applications of the new technologies has caused changes in the society. This is called the "Generation Z", leaving behind the already known Millennial, this new generation is comprised of people born between 1995 and 2010 and is considered the first generation really connected, since the vast majority have been in contact with devices mobile and with access to the Internet since children, a characteristic that has given way to the creation of new social dynamics where it is given a leading role to 'life in social networks', to interaction through instant messaging services and visual communication above verbal and written.

We are faced with a global phenomenon that all developed economies present, companies must adapt their actions to this new hyper connected world to avoid being left behind.

#### 2.2.1.4. Technological Factors

In this sector, the most important are technological factors; Information and Communication Technologies (ICT) have revolutionized the way of doing business,



especially at B2B levels. According to a worldwide recent IDC survey on Internet users, by the end of 2016 there were 3.2 billion users with Internet access.

Internet affects B2B sales in different ways, on the one hand, Internet allows obtaining updated information about the environment and a good analysis and application of all this information a posteriori could have a positive impact on the competitiveness of the organization. On the other hand, it makes it possible to have access to a global audience; the company can commercialize its products to customers around the world thanks to e-commerce. However, digital culture is not yet consolidated between SMEs and micro-enterprises. It is a new channel where the organization can contact and generate leads, capture new customers and grow and maintain the customer portfolio over time. This increasing presence on the Internet generates a digital fingerprint, controlled or not by the company and visible to anyone who knows where and what to look for.

Potential customers use the Internet to assess which option is more interesting before they make buying decisions. This is where the ZMOT (Zero Moment of Truth) comes in, defined by Jim Lecinski, General Sales Manager of Google as: "that precise moment in which a consumer decides to buy a product, is the only instant in which the decision is made".

Thanks to digitization, digital marketing plays a fundamental role influencing consumers when it comes to choose a product, service or brand ", after receiving a stimulus, the consumer goes to the Internet to search for information (ZMOT), once the decision is made the purchase occurs (FMOT), then, the consumer shares his experience with the world, nowadays, the most common is to do it through social networks and opinion forums, making use of new technologies (SMOT). Finally, the experiences shared in the network will become the ZMOT of other consumers. The following image shows the process:

**Figure 9. ZMOT (Zero Moment of Truth)**



Source: Own elaboration.

This new channel, Internet, is not risk-free, cybercrime is a reality that affects business and personal environment and this was confirmed the last quarter on 2016 by the data published in the last Pandalabs report on Internet security.

This report states: *"In the third quarter of 2016 PandaLabs, Panda Security's lab has captured more than 18 million new samples of malware, averaging 200,000 a day, maintaining the tone of the second quarter. Trojans continue to lead the statistics and are the most popular type of malware, with ransomware as a leading player in this typology".*

In addition, it should also be remarked that the bandwidth varies from one area to another, both access and price. Norway stands out in second place with 20.1 Mbps average speed and very competitive prices, below the European average. Our country is in the 23rd position worldwide, rising from the 30th, Spain has the highest bandwidth prices across the EU, this is reflected in the Index of the European Commission DESI (The Digital Economy and Society Index), made public the past 17 of March of this present year.

Moreover, after analyzing the Akamai report on the network status during the first quarter of 2016, it is obtained that in Latin America, Chile is the country with the best average speed, only behind the United States and Canada in this continent, and globally it is positioned in box 62.

The reality is that in Latin America only 51% of the population is connected, according to the latest report published by Cloudflare on the costs of broadband in the world in the second quarter of 2016, the greatest difficulty in contracting a connection is the price, South America is one of the two most expensive regions in the world. When it comes to North America, the cost is higher than in Europe and with a speed of 15.3 Mbps.

Internet has changed the 4Ps of traditional marketing, they are evolving, there was a first leap into digital marketing and a new evolution is now taking place, from digital marketing to social media marketing and the "4Cs ", Content, Community, Conversion and Connection.

In B2B markets, where Woman on Mars is operating, the most effective techniques for generating leads are email marketing and inbound marketing.

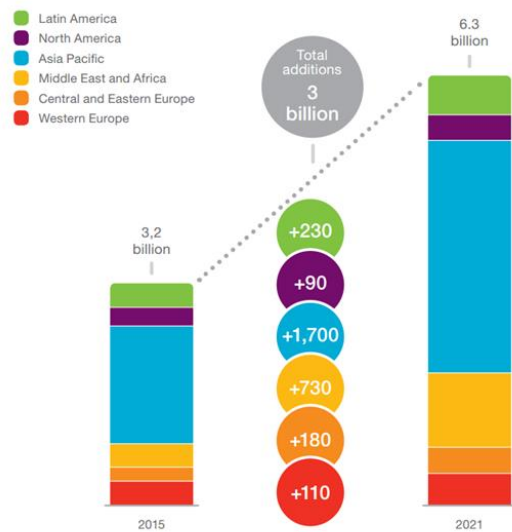
The rise of digital marketing and customer experience increase the importance of CRM, a tool for managing relationships with customers.

It is ITC solution that adds an extra competitiveness to companies, allowing them to get more customers and more customer loyalty in effective way.

The trend for 2018 is that mobile will be the main channel in CRM

strategies, so customer retention strategies should be present in this channel and companies should have the capability to anticipate this situation (in 2021 the number of people with mobile phones will have practically doubled), according to the latest Ericsson Mobility Report.

Figure 10. Mobile phone subscriptions per region, 2015-2021



Source: Ericsson Mobility Report, June 2016.

#### 2.2.1.5. Ecological factors

One of the main environmental concerns is pollution; the countries that currently pollute the most are China and Brazil, closely followed by the first world power, the United States. And not only are they the most polluting, they also occupy the top position in deforestation and loss of biodiversity.

In recent years there has been a significant increase in the environmental awareness of society. Aspects such as the sustainability of the planet, climate change, renewable energies and recycling have become factors that decisively influence many consumers when making their purchasing decisions.

A fact that shows the concern of the institutions for climate change is the Paris Climate Summit, which was the relay of the already obsolete Kyoto Protocol; this new agreement will come into force in 2020 and has the commitment of 195 countries.

The “*Fortune's Change the World*” list, published by Forbes in August 2016, highlighted the importance of companies going further and making solving social (including environmental) problems a part of their business models . Of the 50 companies on the list this year, at least 20 have business units that are making products that creatively reduce waste, pollution and carbon emissions.

In the industry, those companies that choose to compromise with the environment and reduce their environmental impact are better valued by consumers and see their reputation increased. In fact, more and more companies have environmental quality policies among their objectives.

This increased awareness and commitment to sustainability is favorable for Woman on Mars and its HIVECAT System product, since it is a digital and interactive catalog that allows replacing the traditional ones on paper, reducing the environmental impact.

#### 2.2.1.6. Legal Factors

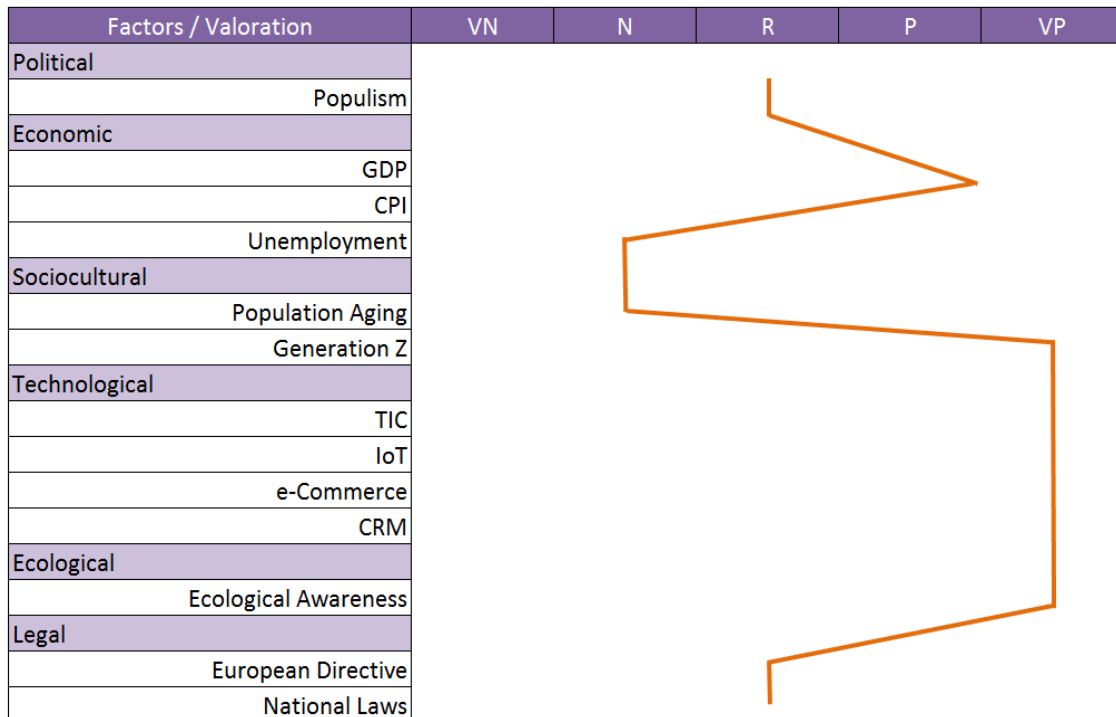
The technological revolution that marks our days is forcing us to change the legal aspects that affect the sector. Woman on Mars does not have its registered trademark nor do they raise it for the moment, what they are considering is to register the software, something that in Spain is not yet possible but that it can be done in the USA.

The following are the most relevant Laws and Directives to take into account:

- Patent Law Treaties Implementation Act of 2012 (Public Law 112–211, 126 Stat. 1527)
- Intellectual Property Protection and Courts Amendments Act of 2004 (Public Law 108-482, 118 Stat. 3912).
- Directive 2009/24 / EC of the European Parliament and of the Council of 23 April 2009 on the legal protection of computer programs.
- Directive 2000/31 / EC of the Council and of the European Parliament, which regulates certain legal aspects of Information Society Services.
- Directive 2016/943 of the European Parliament and of the Council of 8 June 2016 on the protection of undisclosed information and business information (trade secrets) against unlawful acquisition, use and disclosure (2016).
- Law 11/1986, of March 20, on patents (this law will be in force until March 31, 2017, with effect from April 1, 2017, the new law 24/2015 of patents).

The chart below reflects the influence that the macro environment has on Woman on Mars:

**Graph 4. Influence of macro-environment in Woman on Mars**



Source: Own elaboration.

### 2.2.2. Microenvironment

Porter's five force model is a management tool that will allow us to analyze the ICT industry. This marketing instrument is very helpful to investigate the competition degree and it is also a powerful tool to formulate the best strategies that allow the business taking advantage of opportunities and dealing with threats.

#### 2.2.2.1. Bargaining power of customers

The bargaining power of customers refers to the pressure consumers can exert on businesses to negotiate terms, prices and conditions. HIVECAT System is an innovation but consumers can refuse innovation and continue using substitute products. In general terms it can be said that the bargaining power of the customers is high.

#### 2.2.2.2. Bargaining power of suppliers

The bargaining power of suppliers refers to the ability to determine deadlines and conditions. If there are a small number of important suppliers in the market and they are very important the power will be higher.

The main suppliers of Woman on Mars are Amazon and Apple among others; they are bigger and powerful so their bargaining power is very high. They also have service providers that are more flexible and the cost of change is lower but they still have a high bargaining power.

#### 2.2.2.3. Threat of new entrants

Barriers to entry determine a greater or lesser threat of substitute products into a market or industry. In the case of the technology based sector where Woman on Mars is operating, the following barriers are identified:

- Technology: it is the main barrier to entry, the company works every day to improve its technology, how many more plugins they added, more added values will have its tools and it will be more difficult for the competitors to enter in the market.
- Differentiated product: the solution offered by Woman on Mars is highly differentiated, unique in the world today, which reduces the threat of entry of new competitors.
- Lack of experience and Know-How: these are bigger disadvantages for companies considering entering the sector, especially at the beginning. In Woman on Mars they have years of experience in the ceramic sector and they are specialists developing products for this market, they know the industry and its needs, so they have an important advantage over potential new entrants.

Considering these barriers of entry, we can conclude that the threat of new competitors is feasible; a company with enough resources of time and development capacity can overcome the technological barrier with relative ease, although it will not be easy to position itself in the market. This is due to the level of differentiation of the products that the company develops and the lack of experience and Know-How of new entrants.

In general terms, it can be said that the degree to which this force affects Woman on Mars is medium.

#### 2.2.2.4. Threat of substitute products

Substitute products are those that serve the same function, but which have different characteristics, a cheaper or efficient substitute product could be a great threat.

In this sector there is the threat of substitute products because of there are companies that develop similar solutions to Woman on Mars system. In addition, customers can refuse innovation and continue using traditional systems.

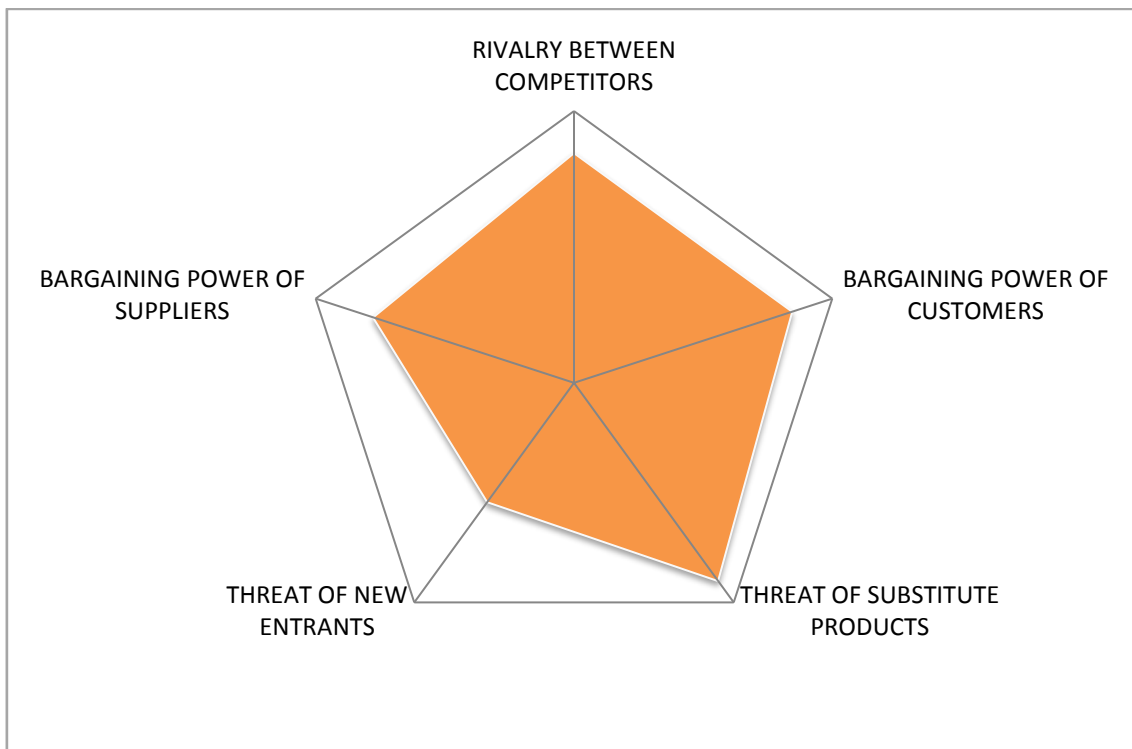
HIVECAT System is an example, it is a technological innovation that provides an alternative to traditional catalogs on paper, but it is not imperative. We can conclude that the threat of substitute products is high.

#### 2.2.2.5. Rivalry between competitors

There is much rivalry in the technology sector, Woman on Mars bets on differentiation through people's the imagination and technological ability.

There is a lot of "healthy" rivalry, competitors are intensively studied but not to copy them, but improve them. Within a highly competitive sector such like this, differentiated products make the influence of this fifth a little bit smaller, but In general terms, it can be said that the influence of this force is elevated.

**Figure 11. Influence of Porter's Five Forces Model in Woman on Mars**



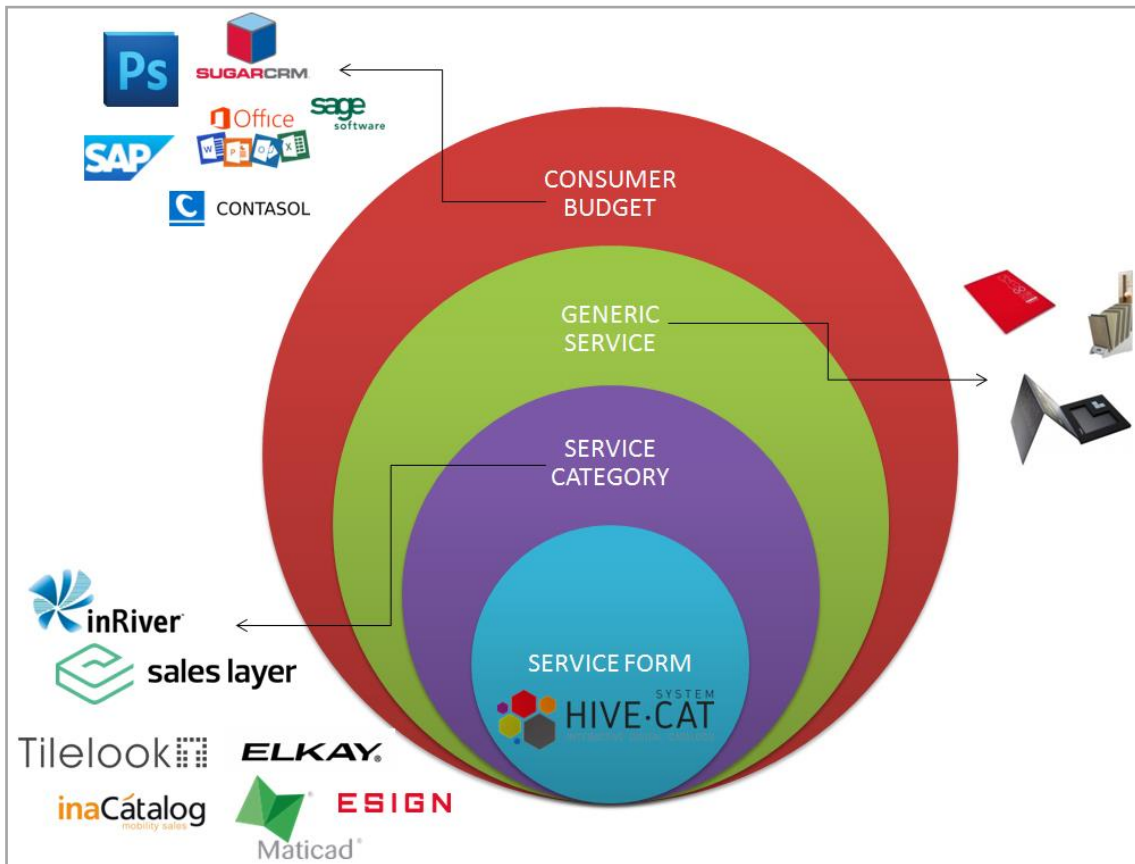
Source: Own elaboration.

### 2.2.3. Competitive Analysis

#### 2.2.3.1. Levels of competence

In this section we will analyze the competitors of HIVECAT System distinguishing four levels:

**Figure 12. Levels of competence**



Source: Own elaboration

1. Service form: within this first level we would find all those companies that commercialize the same type of service and with the same attributes as HIVECAT System. At present there is no service like the one Woman on Mars is going to lunch.
2. Service category: at this second level the competition is high and we find all competitors that market the same service but with different attributes, HIVECAT System is a system composed of different modules (Management, Creation, Visualization and Interaction), although there is no company that commercializes the same set, there is direct competition for each one of them.

Therefore, it is important to take into account the existing competition at module level and will be analyzed in detail in the section of main competitors.

3. Generic service: in this third level of competition we find all those products that cover the same need, e.g., substitute products such as paper catalogs, PDF



catalogs, exhibition furniture, promotional panels, etc. The competition at this level is average, mainly due to the technological barrier that still prevents many companies from digitizing their processes.

4. Consumer budget: in the last level we find all those products that compete for the consumer budget, in this case our consumer is not the final consumer, but the manufacturer / distributor. With this in mind, all internal management tools for the overall operation of the company (e.g., ERP, SCM, Office), as well as other tools for sales force (e.g. CRM), will compete at the budget level.

The reason to take into account both management tools and commercial tools is that HIVECAT System as well as being an interactive digital catalog and visualizer is also a product management system. The competition in this last level is low, because these are independent tools that are far removed from the 360 concept of HIVECAT System.

#### 2.2.3.2. Main competitors

As discussed earlier, this section will analyze the different competitors in each of the 5 modules comprising HIVECAT System; some companies develop software that competes in more than one module, will not duplicate information.

#### **Management Module**



inRiver AB is a company that designs and develops PIM (Product Information Management) software in the cloud for B2B and B2C operations. It is a SaaS (Software-as-a-Service) oriented to marketing professionals and whose objective is to centralize the information of the products in a single place.

The company is headquartered in Malmö, Sweden, with offices in Chicago, London, Amsterdam and Stockholm and sales offices in Phoenix and Istanbul. The company distributes worldwide through its website and its main communication tools are direct, interactive marketing and events.

**Table 2. Product portfolio, distribution and promotion of inRiver**

<b>PRODUCT</b>	<b>DESCRIPTION</b>	<b>DISTRIBUTION</b>	<b>PROMOTION</b>
INRIVER PRODUCT MARKETING CLOUD	Simplifies Product Information Management for B2C and B2B product selling companies, enabling product marketing professionals creating perfect product stories and great customer experiences across all touchpoints.	Worldwide  Online  Professional: Marketers	Direct Marketing (Facebook, Twitter, Google + and LinkedIn)  Interactive marketing (blog, webinars)  Events (Digital B2B-dagen 2017, Q Rendezvous)

Source: Own elaboration. Data: inRiver Website



Sales Layer Tech S.L. is a company domiciled in Castellón de la Plana that makes it easier for companies to manage an inventory of products in different sales channels, which is often called Product Information Management (PIM), is also a SaaS as inRiver.

The company has offices in Valencia, Boston, Germany and South Africa, distributes worldwide through its website. Its main communication tools are direct marketing through its corporate social networks and interactive marketing with the blog that incorporates its website.

**Table 3. Product portfolio, distribution and promotion of Sales Layer**

<b>PRODUCT</b>	<b>DESCRIPTION</b>	<b>DISTRIBUTION</b>	<b>PROMOTION</b>
SALES LAYER PIM	PIM cloud service that helps companies better manage their product catalogs and synchronizes it in all	Worldwide  Online	Direct Marketing (Twitter, Vimeo)

	media (paper, mobile, web, social media). In addition, it includes measurement and analysis tools to detect consumption patterns.	Professional	Interactive marketing (blog)
--	---	--------------	------------------------------

Source: Own elaboration. Data: Saleslayer Website

## ESIGN

Esign is a Hannover-based company with more than 80 manufacturers and 1,900 commercial customers; ESIGN is the European market leader in interactive product configurators, as well as PIM / DAM (Digital Asset Management) systems for interior design.

Its interior market tool is the one closest to the HIVECAT System concept, since it is a modular system that synchronizes all the product information in a centralized database. Each module can be contracted independently.

**Table 4. Product portfolio, distribution and promotion of Esign**

<b>PRODUCT</b>	<b>DESCRIPTION</b>	<b>DISTRIBUTION</b>	<b>PROMOTION</b>
MARKETINGMANAGER	A PIM/DAM system. All classic and digital marketing and sales activities are quickly supplied with the suitable, necessary product information from a central database.	Worldwide  Online  Professional	No Direct, Interactive or Experiential Marketing detected

Source: Own elaboration. Data: Esign Website

## Creation Module



Tilelook is a company based in Italy that offers design tools for marketing and sales professionals. It has a library of real products that can be customized according to the needs of each client.

The company has an international presence, the main office is in Italy, and the distribution is only online. Communication tools include direct and interactive marketing through corporate social networks, workshops and attendance at fairs such as CERSAIE, the largest international showcase of the Ceramic and Bathroom Sector.

**Table 5. Product portfolio, distribution and promotion of Tilelook**

<i><b>PRODUCT</b></i>	<i><b>DESCRIPTION</b></i>	<i><b>DISTRIBUTION</b></i>	<i><b>PROMOTION</b></i>
TILELOOK PRO	Comprehensive, easy-to-use 3D interior design program.		Direct Marketing (Facebook, Twitter, YouTube and LinkedIn)
DESIGN AREA	Web service for interior design where customers, distributors and affiliates can design environments with original products and get a realistic photo render of quality.	International  Online  Professional	Interactive Marketing (Workshop Tilelook PRO, 3D Software for interior design)  Experiential Marketing (Cersaie, international exhibition of ceramic tile and bathroom furnishings)

Source: Own elaboration. Data: Tilelook Website



Maticad is a company based in Pesaro (Italy) that is specialized in the development of technology for interior design, a leading company in the sectors of ceramics and bathroom equipment.

Its products are mainly addressed to manufacturers, distributors and architects, but also to the final consumer, they distribute all over the world and its main communication tools are interactive, direct marketing and attendance at the most important fairs and events in the ceramic sector, bathroom and interior design.

**Table 6. Product portfolio, description and promotion of Maticad**

<b>PRODUCT</b>	<b>DESCRIPTION</b>	<b>DISTRIBUTION</b>	<b>PROMOTION</b>
DOMUS3D®	Professional 3D design software.	Worldwide  Online  Professional: (manufacturers, distributors and architects)	Direct Marketing  (Facebook, Twitter, YouTube and Mail Marketing)
TILEPLANNER	Online 3D design software; Ideal for distributors with small workgroups, can be customized within the manufacturer's website. It's a simple version of DOMUS3D®	Professional and end-user  No installation required: use it directly within any browser  Also available on iPad	Interactive Marketing  (News section on the website with tutorials)  Experiential Marketing  (Cevisama, Coverings)

Source: Own elaboration. Data: Maticad Website

## Visualization Module



InaCátalog is the mobile application developed by Inase Informática del Mediterráneo, S.L, a company founded in 1989 in Valencia and with a long history in application development, support and systems.

The company markets its products worldwide through its website; its APP is available for iOS, Android and Windows Store. Its main communication tools are direct marketing through its corporate social networks and interactive marketing with success cases after the implementation of its APP in different sectors.

**Table 7. Product portfolio, description and promotion of InaCátalog**

<b>PRODUCT</b>	<b>DESCRIPTION</b>	<b>DISTRIBUTION</b>	<b>PROMOTION</b>
INACÁLOG SALES MOBILITY TEAM APP	Digital catalog for companies that allows you to display products and services, take off-line orders, manage commercial teams and customers and integrate all information into the company's system (ERP, CRM, BI, SAT).	Worldwide  Online  Professional  APP para iOS, Android y Windows Store	Direct Marketing  (Facebook, Twitter, LinkedIn and YouTube)   Interactive marketing  (Success stories)

Source: Own elaboration. Data: inaCatalog Website



**Table 8. Product portfolio and description of Tilelook**

<b>PRODUCT</b>	<b>DESCRIPTION</b>	<b>DISTRIBUTION</b>
TILELOOK VISUALIZER	Custom environments configurator.	Professional  Web accessible

	A tool to capture the attention of customers with different solutions and product mix.	from any tablet or smartphone (iOs and Android)
--	--	---

Source: Own elaboration. Data: Tilelook Website



Table 9. Product portfolio, description and promotion of Maticad

PRODUCT	DESCRIPTION	DISTRIBUTION
DOMUS3D® BOX	Application to visualize designs created with DomuS3D®, rendered with advanced rendering engine and Panorama 360 °.	Professional: sales force and end-user
MERCHANDISING CONFIGURATOR	It is an application designed to make merchandising configurations at the points of sale, selecting samples, loose pieces, and furniture exhibitors, designed for agents and representatives.	App for iOS, Android and HTML version

Source: Own elaboration. Data: Maticad Website



Table 10. Product portfolio and description of Esign

PRODUCT	DESCRIPTION	DISTRIBUTION
INTERIORSTUDIO	Interiorstudio allows the user to present various product groups interactively and in real time in any room photo. As a visual product information system, Interior Studio combines room-based product presentation with product-specific information.	Professional Online and offline version Internet, POS and Tablet

Source: Own elaboration. Data: Esign Website

## Interaction Module



**Table 11. Product portfolio and description of Maticad**

<i>PRODUCT</i>	<i>DESCRIPTION</i>	<i>DISTRIBUTION</i>
REALITYREMOD	Application of Augmented Reality for the replacement of floors and coverings using ceramic tiles and cladding materials.	Professional: sales force and end-user  Android and iOS tablet app

Source: Own elaboration. Data: Maticad Website



Elkay Manufacturing is a manufacturing company headquartered in Chicago, but has offices in Latin America, Europe, Africa, Asia and the Middle East. Its product portfolio includes potable water solutions, residential sinks and commercial kitchen products.

The company markets its products worldwide and can be purchased online or in physical stores through the retailers that distribute them. Its main communication tools are direct marketing; Elkay has a presence in all social networks, uses bloggers instead of having a blog of their own and goes to the most important fairs in the kitchen and bathroom sector.

**Table 12. Product portfolio, description and price of Tilelook**

<i>PRODUCT</i>	<i>DESCRIPTION</i>	<i>DISTRIBUTION</i>	<i>PROMOTION</i>
VIRTUAL DESIGNER TOOL ELKAY	Virtual design tool which the final customer can visualize new sink and faucet in their home, swapping styles, materials and	Worldwide  Online	Direct Marketing (Facebook, Twitter, LinkedIn, Houzz, Pinterest, Google + YouTube)



	finishes. Choose cabinets, counter tops and backsplashes to help customer see how it all comes together.	End-user  APP Store, Google Play and online version	Interactive Marketing (Blogger influencers)  Experiential Marketing (KBIS showcase)
--	---	---	---

Source: Own elaboration. Data: Elkay Website

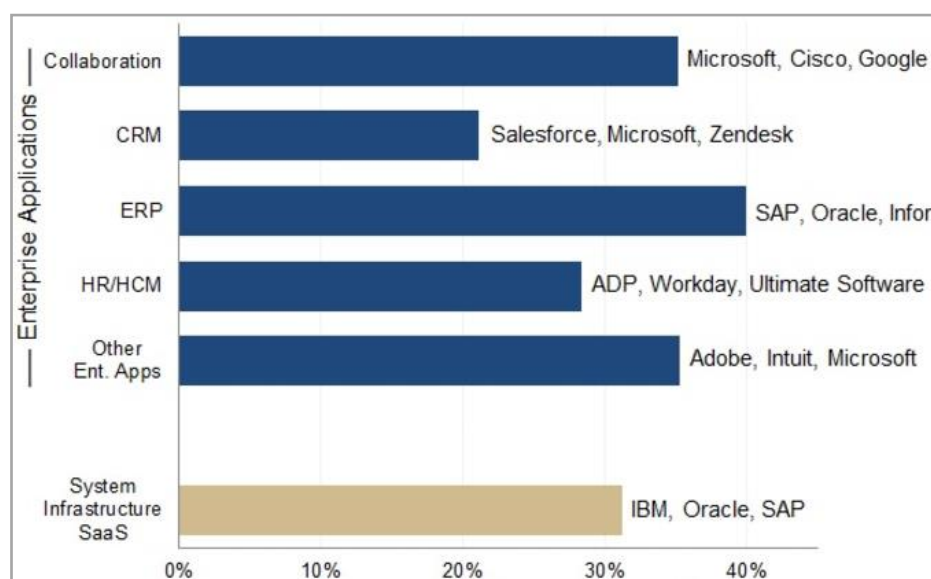
### 2.3. Market Analysis

Woman on Mars is within the ICT sector, and its tool HIVECAT System is a SaaS, given that there is updated data on this sector we will focus on them to get a more specific analysis.

New Q4 data from Synergy Research Group shows that the enterprise SaaS market grew 32% year on year to reach almost \$13 billion in quarterly revenues, with ERP and collaboration being the highest growth segments.

On the one hand, the enterprise SaaS market is somewhat mature in comparison to other cloud markets like IaaS and PaaS and, consequently, has a lower growth rate. However, the consultancy firm expects to double in size in the next three years, with strong growth in all segments and geographic areas. “There are a variety of factors driving the SaaS market which will guarantee substantial growth for many years to come,” said John Dinsdale, a Chief Analyst and Research Director at Synergy Research Group”.

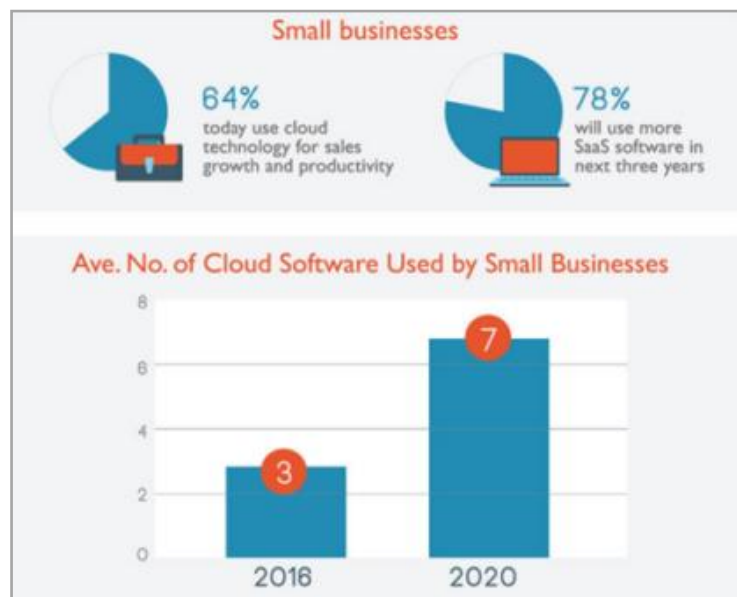
**Figure 24. Enterprise SaaS growth and market leader, 4Q 2016**



Source: Synergy Research Group.

On the other hand, the Better Buys 2016 Report on the SaaS situation predicted that "there's no going back from the cloud". The 2016 SaaS report shows that 64% of small and medium enterprises use cloud technology to drive sales and increase efficiency. In addition, 78% of these companies are planning to use more SaaS software in business processes over the next three years, according to the report. This will increase the average number of cloud software used by small businesses going from three to seven.

**Figure 25. Small Business and SaaS**



Source: Better Buys

The data revealed by the different reports consulted augured good forecasts for the solution developed by Woman on Mars, a high growth rate for a mature market and the boom in the use of SaaS by SMEs are two factors that positively affect HIVECAT System.

### 3. SWOT ANALYSIS

SWOT analysis (strengths, weaknesses, opportunities, and threats analysis) is a framework for identifying and analyzing the internal and external factors that can have an impact on the viability of a project, product/service, place or person.

In the following section, a SWOT analysis of HIVECAT System will be performed with all the information collected in the previous analysis.

Figure 26. SWOT of HIVECAT System



Source: Own elaboration.

### Strengths

- **Highly differentiated tool:** as has been discussed previously in this document, there is currently no solution as HIVECAT System; it is unique in the market.
- **Centralized data management:** the tool makes it possible to manage all the commercial information of the products in one place, being a powerful instrument for the sales force.
- **Multi platform system:** The system adjusts to different devices (tablet / web).
- **Tablet ON/OFF:** the tablet application can be used in its online and offline version, something really useful in places with little coverage or whenever there is no Internet connection.
- **Easy to use:** HIVECAT System does not need technical knowledge for its handling.
- **Optimized for tile industry:** this tool has been specially designed and optimized for the ceramic sector, taking advantage of the knowledge and know-how of the Woman on Mars team on the sector.
- **360 System:** HIVECAT System is not a single product; it is a system, which is also marketed in a unique way as a 360 tool.
- **Special layings:** the system allows creating combinations of product even with products with irregular forms.

## Weaknesses

- **Need an iPad:** it is necessary to have an iPad tablet to be able to generate the combinations of products.
- **Internet speed:** the company depends on the speed of the Internet, especially if we consider that they handle large amount of visual data.
- **Lack of communication strategy:** The HIVECAT System communication packet has yet to be defined.

## Opportunities

- **Economic recovery:** as we have seen in the PESTEL analysis, the world's great economies show signs of recovering from the economic crisis.
- **Hyperconnected world:** technological advances make it possible for companies to have access to a global audience.
- **Zero Moment of The Truth:** it is essential to have a presence on the Internet and to be better than the competition, because that is where the "zero moment of truth" is going to take place, in which the potential customer is going to make their purchasing decision.
- **Environmental awareness:** This increased social awareness generates that consumers value positively those companies committed to the environment.
- **Cloud technology and PYMES:** el 64% de las PYMES utilizan la tecnología Cloud y se prevé que esta cifra continue aumentando. Algo muy favorable si tenemos en cuenta que el público objetivo son PYMES y que HIVECAT System es un SaaS que se sirve de la tecnología Cloud.
- **Email and inbound marketing:** el email marketing e inbound marketing, también llamado "marketing de contenidos" destacan por su capacidad para generar leads.

## Threats

- **There is no consolidated digital culture:** The digital culture in SMEs and micro-enterprises is not yet consolidated, this lack of digitalization is a barrier to the commercialization of technology-based products or services.
- **Internet security:** internet brings many advantages to companies, but is not without risks, we talk about cybercrime. Cyber attacks, data theft and confidential data are a real threat and affect SMEs and micro-enterprises,

cause of they do not have protection measures as sophisticated as large organizations.

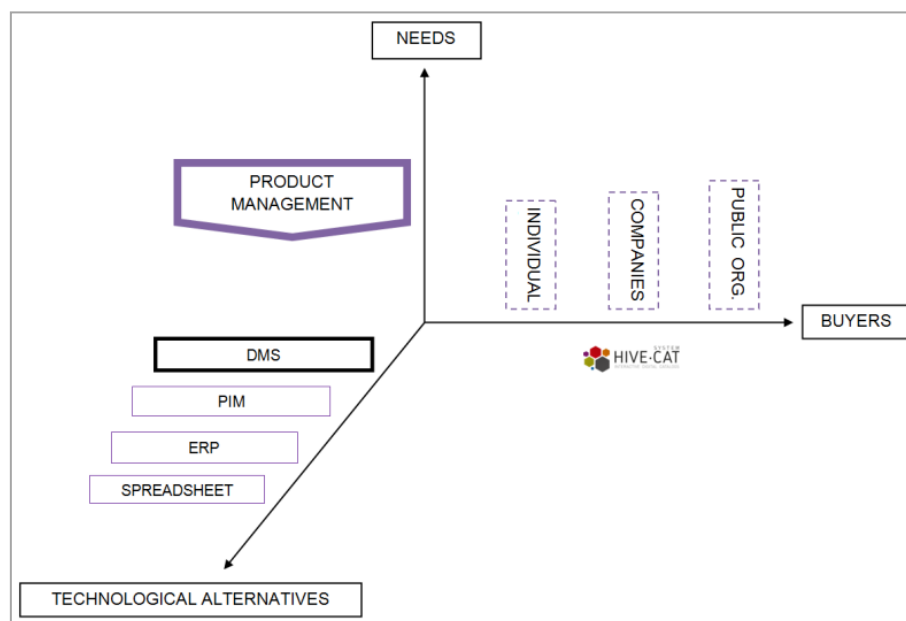
- **SaaS sector maturity:** a mature sector will have a slower growth rate, this is the case of the SaaS sector.
- **Bandwidth:** it should be taken into account that the price and access to bandwidth is not the same in all territories, for example, in Latin America the connections are quite slow and its price is high.
- **Digital fingerprint:** every action we take on the Internet leaves a "mark", some of these actions can be controlled, but there are many others that are beyond the scope of the company and could damage its reputation, we must be careful with Information we share in the network.

## 4. MARKET SEGMENTATION

HIVECAT System covers two needs and targets two different product-markets.

The first product-market is composed of buyers belonging to the segment of companies that seek to satisfy the need for product management using as a technological alternative a DMS (Document Management Systems), as shown in the following image:

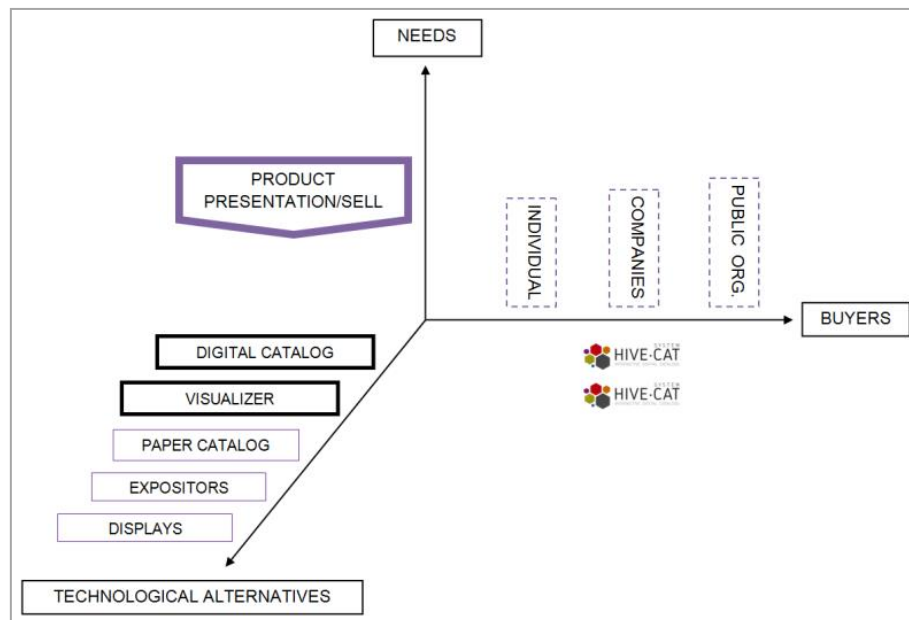
**Figure 27. Product-Market I of HIVECAT System**



Source: Own elaboration.

The second product-market is composed of buyers belonging to the segment of companies that seek to satisfy the need to present and commercialize products using as a technological alternative a digital catalog and visualizer, as shown in the following image:

**Figure 28. Product-Market II of HIVECAT System**



Source: Own elaboration.

## MARKET SEGMENTS

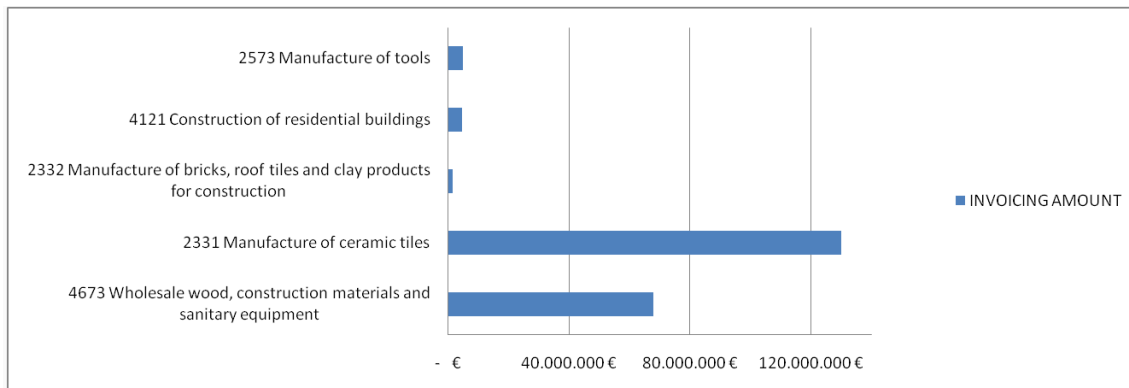
Market segmentation consists of dividing into internally homogeneous and heterogeneous groups with respect to the other groups. In B2B markets segmentation criteria are different from those used in B2C markets; in this case, we will meet two segmentation criteria:

- Segmentation criterion based on activity (CNAE).
- Segmentation criterion based on billing volume.

In order to carry out the segmentation, a list of top clients has been selected, and their annual accounts have been studied through the SABI database.

The following chart shows the different activities carried out by the clients of the company as well as its turnover for the last available accounting year (2015).

**Figure 29. Customers by activity (CNAE) and by invoicing amount. Period 2015**



Source: Own elaboration. Data: SABI

This chart tells us in which sectors and billing volumes are concentrated the best customers of Woman on Mars. Thus, we would interpret that the sector with more top customers is composed of ceramic tile manufacturers, followed by wholesalers of construction materials and sanitary equipment, which occupy second place.

These two sectors are the most attractive and the company has many advantages to attend this target, due to the knowledge of the sector, know-how and their years of experience in ceramic industry.

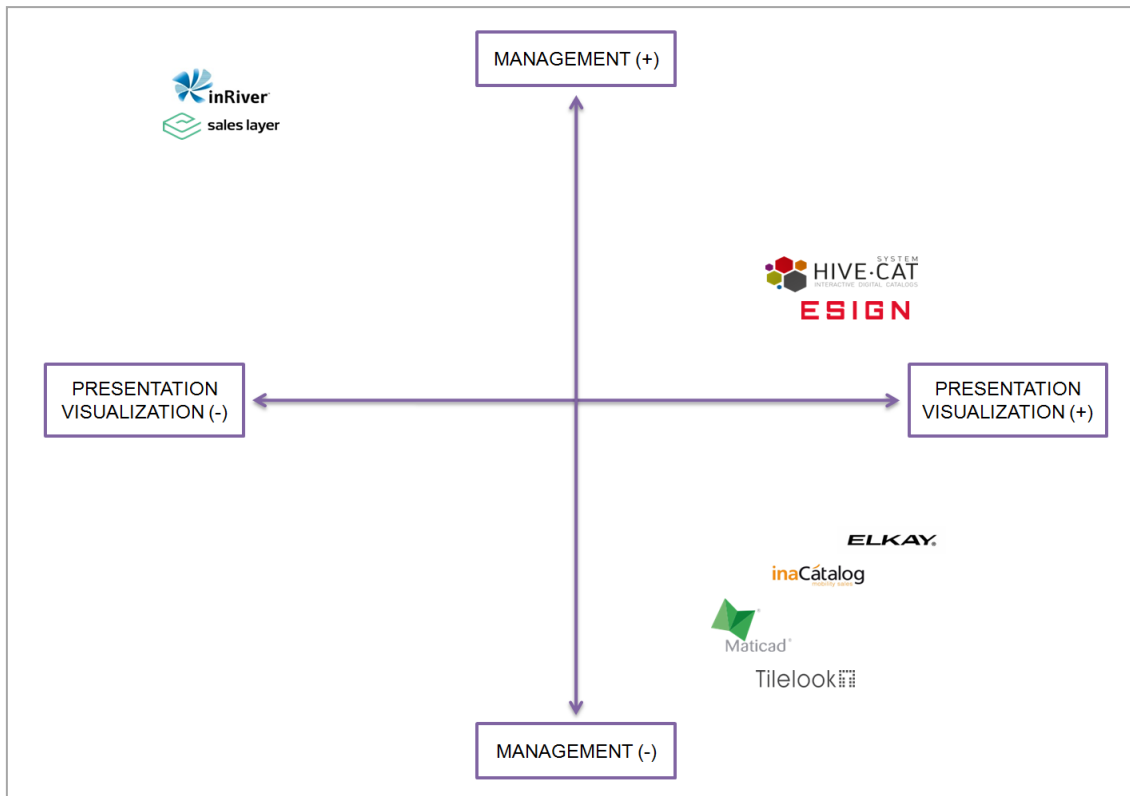
#### **4.1. Positioning**

The following positioning map aims to show the position of the tool developed by Woman on Mars -HIVECAT System-, regarding the solutions offered by the competition. The attributes to take into account are the capacity of product management and the degree of product presentation/visualization.

In the upper left quadrant are located those solutions that offer a great level of management but they can not be used to present and visualize products, in the lower right quadrant are the competitors that offer powerful tools of presentation and visualization of product but they do not make possible the product information management.

Finally, in the upper right quadrant, there is the bigger competitor of HIVECAT System, ESIGN provides a centralized product information management system and product presentation and visualization supports like HIVECAT System, being also a modular system.

**Figure 30. Positioning Map**



Source: Own elaboration.

## 5. MARKETING PLAN

### 5.1. Definition of the new product

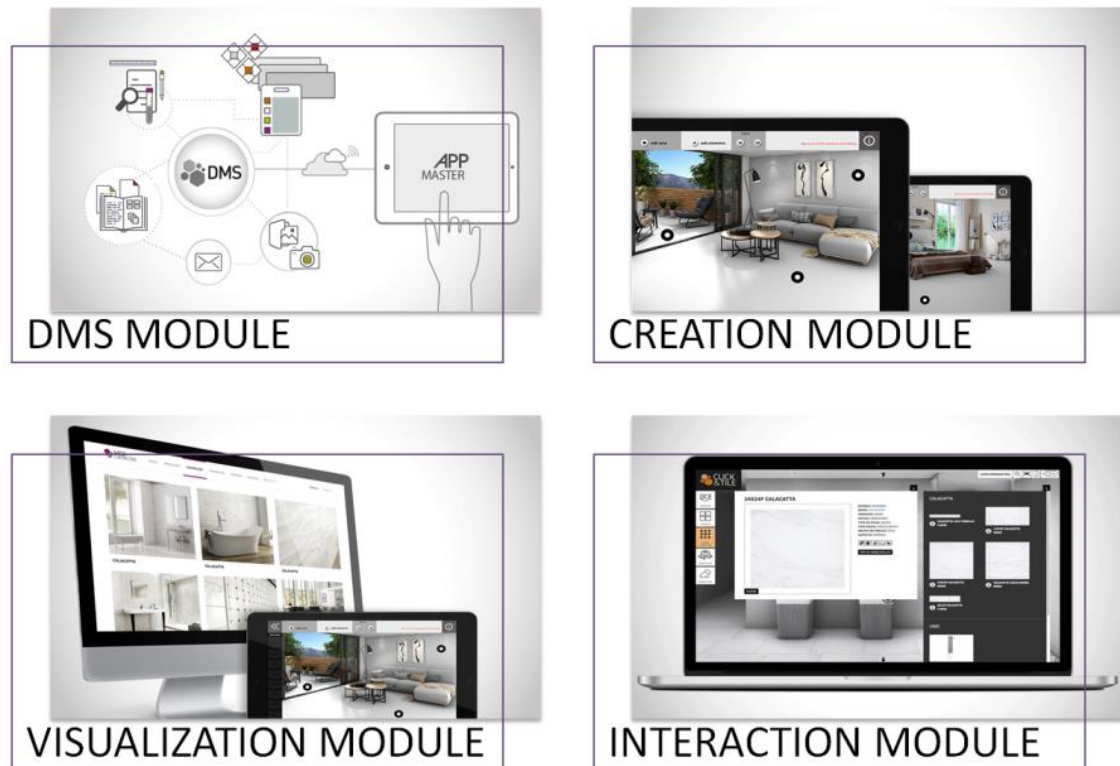
HIVECAT System is an interactive digital catalog and product visualizer that incorporates a centralized commercial information management system.

This system has undergone a series of transformations over time to become what it is today, everything started with ROOM SETS, it was the first application that generated environments and it evolved to iCAT for Tablet and VDT. The following evolution was iCAT for WEB (in addition to the aforementioned) and this became the direct predecessor of HIVECAT System.

This system allows to have the products in the catalog and apply them to different environments, for example, in the case of ceramic product could be applied in bathrooms, kitchens, etc. It is formed by independent modules that work interconnected with each other, the modules are as follows:



**Figure 31. Modules of HIVECAT System**



Source: Own elaboration. Data: Hivecatsystem Webpage

As previously mentioned HIVECAT System is a SaaS (Software as a Service) is a model of distribution of computer solutions in which the TIC company (Woman on Mars) provides the service of maintenance, daily operation and support of the software used by the client, allowing it to reduce ownership and maintenance costs and facilitate the implementation of the program.

## **5.2. Marketing objectives**

### **General objective:**

Once the UMV (minimum viable unit) has been tested in the market, in other words, the company has launched a small prototype of the tool on a small scale (small group of customers), then, the company proceeds to make adjustments, changes and correct errors which have been detected during these test implantations. With all of the above corrected and valued, the production process can be given by closed and begin to commercialize HIVECAT System.

The overall objective of this marketing plan is to commercialize HIVECAT System nationally and internationally, achieving a position as the as the reference technological solution for small and medium-sized companies in the ceramic and habitat sector.

## Specific objectives:

### Quantitative

1. Convert 10% of leads (users who have provided their data through a contact form and have been included in the company's BBDD) in clients within a period of 12 months.
2. Increase sales by 20% next year.
3. Increase Company profits by 10% over the next 12 months.

### Qualitative

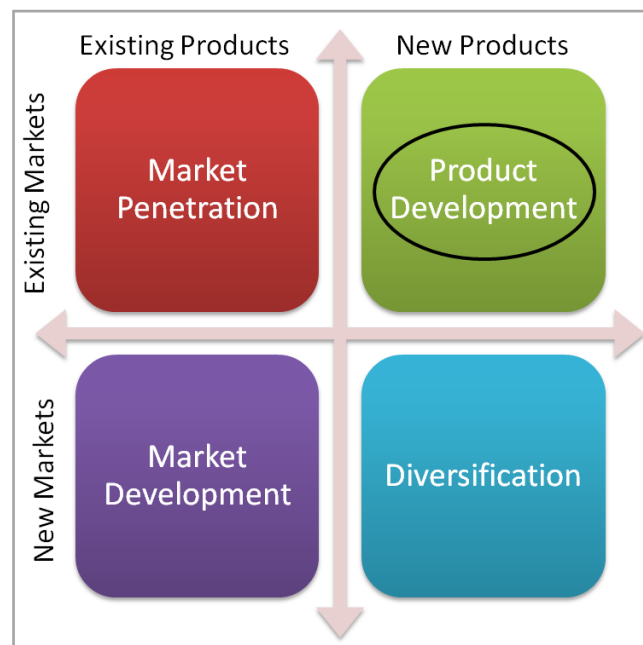
4. Achieve a brand awareness level of 50% in the first year.
5. Achieve a 70% interaction with customers during the next year, through email marketing campaigns, social networks, webinars and corporate blog.
6. Getting 95% of satisfied customers over the next 12 months. This goal will be measured at the end of the year through a survey that will be sent to customers by email.

## 5.3. Marketing strategies

### 5.3.1. Growth and diversification strategy

We will use the Ansoff growth matrix to analyze which growth strategy should be carried out:

**Figure 32. Ansoff Matrix**



Source: Own elaboration.

After analyzing the matrix and its different growth strategies, it is considered that the right strategy is *product development*, a very common strategy in technological markets due to the constant innovation of the companies competing in it. This strategy involves the launch of new products or improvement of existing products in markets in which the company is already operating.

The reason for choosing this strategy is that it is suitable to meet new needs, establish greater competitive measures with other companies operating in the market and exploit a technological innovation resulting from research and development such as HIVECAT System.

### **5.3.2. Competitive strategies**

Regarding the competitive strategy that should be carried out is that of *niches specialist*, since it is not intended to be a leader or challenger, what is sought is specialization in a niche market and try to be a leader in that niche.

Woman on Mars has a deep knowledge of its market and its customers; its years of experience in the ceramic sector and its technological capacity increase its capacity to satisfy the needs of that market better than the competitors that access it eventually.

The companies that employ the strategy of niches specialist is because they specialize in something concrete, in the case of Woman on Mars are specialists in the development of technological solutions for SMEs producing and distributing ceramic products.

### **5.3.3. Strategy as competitive advantage**

Regarding the strategy according to the competitive advantage, Woman on Mars should adopt a strategy of *differentiation*, betting to differentiate itself from the competition not only by the constant innovation in its products but also by the capacity of the people and the offered service.

In short, technology is something that can be copied, but *Know How*, people's imagination and creativity, as well as good customer service are hardly imitable attributes and that the company should emphasize to differentiate itself from the competition, taking into account that the differentiation offered has to be appreciated by the market.

## 5.4. Action programs

This section will explain each of the suggested proposals for achieving the objectives set out above, the first of the sections includes a summary table of actions, in the following sections each of them will be explained in detail.

An important point about the cost of the actions has been considered "free" all those free of additional costs that the company already has, it does not take into account the cost per hour and the number of hours that the workers will do for its implementation.

### 5.4.1. Summary of action plans

The table below summarizes each of the proposed actions as well as the objectives to which each of them contributes:

**Table 13. Summary of action plans**

ACTIONS	OBJECTIVES
<b>Action 1: Design responsive website</b>	<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Convert 10% of leads in clients within a period of 12 months.</li> <li>• Achieve a 70% interaction with customers during the next year.</li> <li>• Getting 95% of satisfied customers over the next 12 months.</li> <li>• Increase sales by 20% next year.</li> <li>• Increase Company profits by 10% over the next 12 months.</li> </ul>
<b>Action 2: Special launching offer</b>	<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Convert 10% of leads in clients within a period of 12 months.</li> <li>• Increase sales by 20% next year.</li> <li>• Increase Company profits by 10% over the next 12 months.</li> </ul>
<b>Action 3: Create a YouTube Account for HIVECAT System</b>	<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Achieve a 70% interaction with</li> </ul>

	<p>customers during the next year.</p> <ul style="list-style-type: none"> <li>• Getting 95% of satisfied customers over the next 12 months.</li> </ul>
<b>Action 4: Create a Twitter account for HIVECAT System</b>	<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Achieve a 70% interaction with customers during the next year.</li> <li>• Getting 95% of satisfied customers over the next 12 months.</li> </ul>
<b>Action 5: Facebook Ad campaign</b>	<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Achieve a 70% interaction with customers during the next year.</li> </ul>
<b>Action 6: LinkedIn product page</b>	<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Achieve a 70% interaction with customers during the next year.</li> </ul>
<b>Action 7: Create a Blog</b>	<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Convert 10% of leads in clients within a period of 12 months.</li> <li>• Achieve a 70% interaction with customers during the next year.</li> </ul>
<b>Action 8: Create a Webinar Q&amp;A</b>	<ul style="list-style-type: none"> <li>• Convert 10% of leads in clients within a period of 12 months.</li> <li>• Achieve a 70% interaction with customers during the next year.</li> <li>• Getting 95% of satisfied customers over the next 12 months.</li> </ul>
<b>Action 9: Success Stories</b>	<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Achieve a 70% interaction with</li> </ul>

	customers during the next year.
<b>Action 10: Email marketing automation</b>	<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Convert 10% of leads in clients within a period of 12 months.</li> <li>• Increase sales by 20% next year.</li> <li>• Increase Company profits by 10% over the next 12 months.</li> </ul>

*Source: Own elaboration.*

#### 5.4.2. Action 1: Design responsive website

<b>Objectives to which it contributes:</b>
<ul style="list-style-type: none"> <li>• Achieve a brand awareness level of 50% in the first year.</li> <li>• Convert 10% of leads in clients within a period of 12 months.</li> <li>• Achieve a 70% interaction with customers during the next year.</li> <li>• Getting 95% of satisfied customers over the next 12 months.</li> <li>• Increase sales by 20% next year.</li> <li>• Increase Company profits by 10% over the next 12 months.</li> </ul>
<b>Operative dimensions implicated:</b> product and promotion
<b>Implementation Period:</b> 2 months
<b>Budget:</b> 100€

This proposal consists in the creation of a responsive web page exclusively for HIVECAT System. It is intended to provide the system with a personality, relevance and identity of its own, regardless of whether the product also appears on the corporate website of the company.

The creation of a web page accessible from any device is of vital importance to take advantage of the ZMOT, something fundamental for the companies as already mentioned previously in this document. For this proposal, and after analyzing the main competitors, I have developed a responsive website; it can be accessed by clicking [here](#).

When we access the web, the first thing we find is the "Home", in which we can see all the sections that make up the page, then I will make a brief explanation on each one of them:

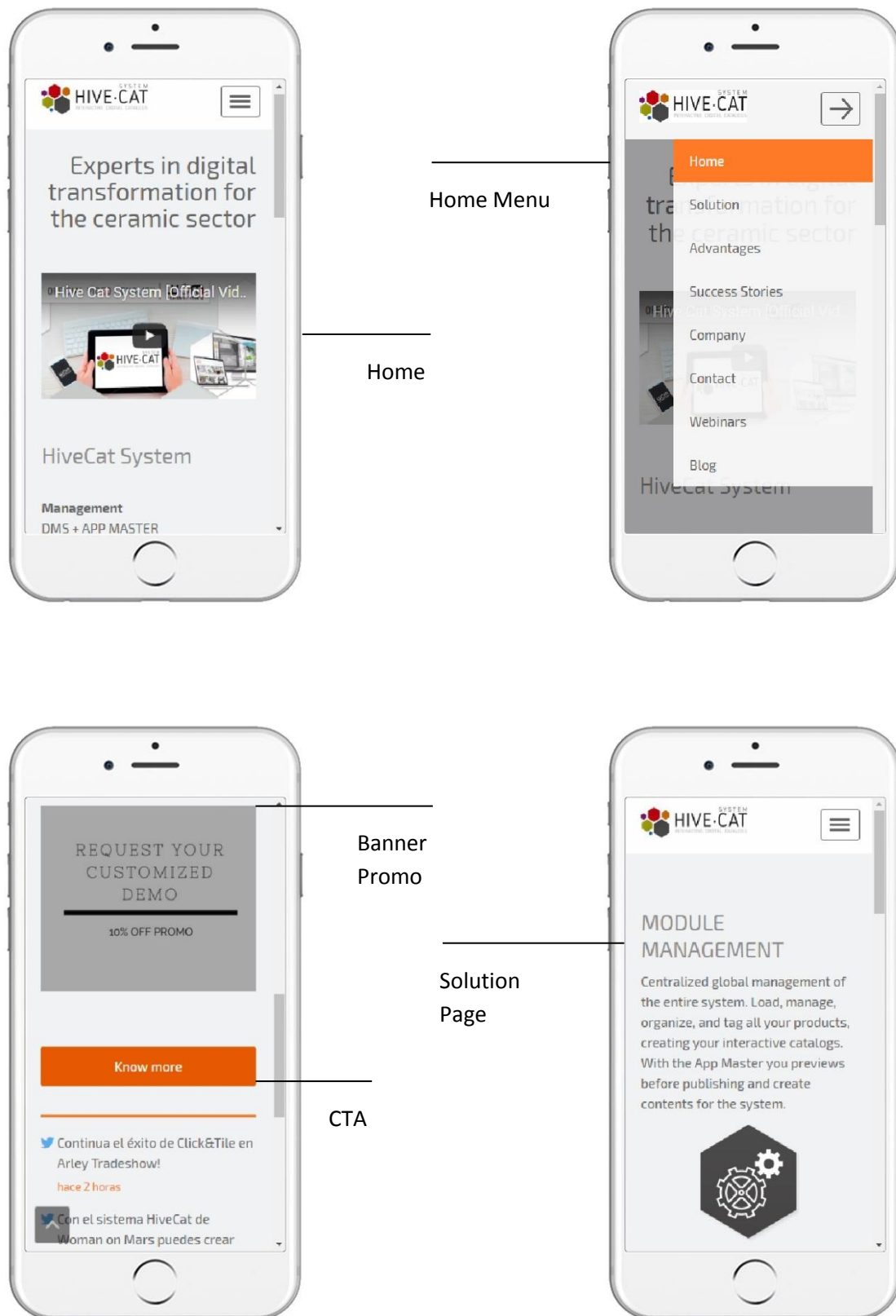
- **Home:** is the main page, which includes as a first element the promotional video of HIVECAT System, currently hosted on YouTube and intended to be positioned by increasing the number of views.

Below is a brief overview of the different functions of the tool, but without going into depth, as this is included in the section intended for the tool. Then a CTA (Call To Action) with the proposed promotion in action number two. By clicking users are redirected to the contact form page. The last part of the page includes a section with the latest Tweets published in the Twitter account of HIVECAT System.

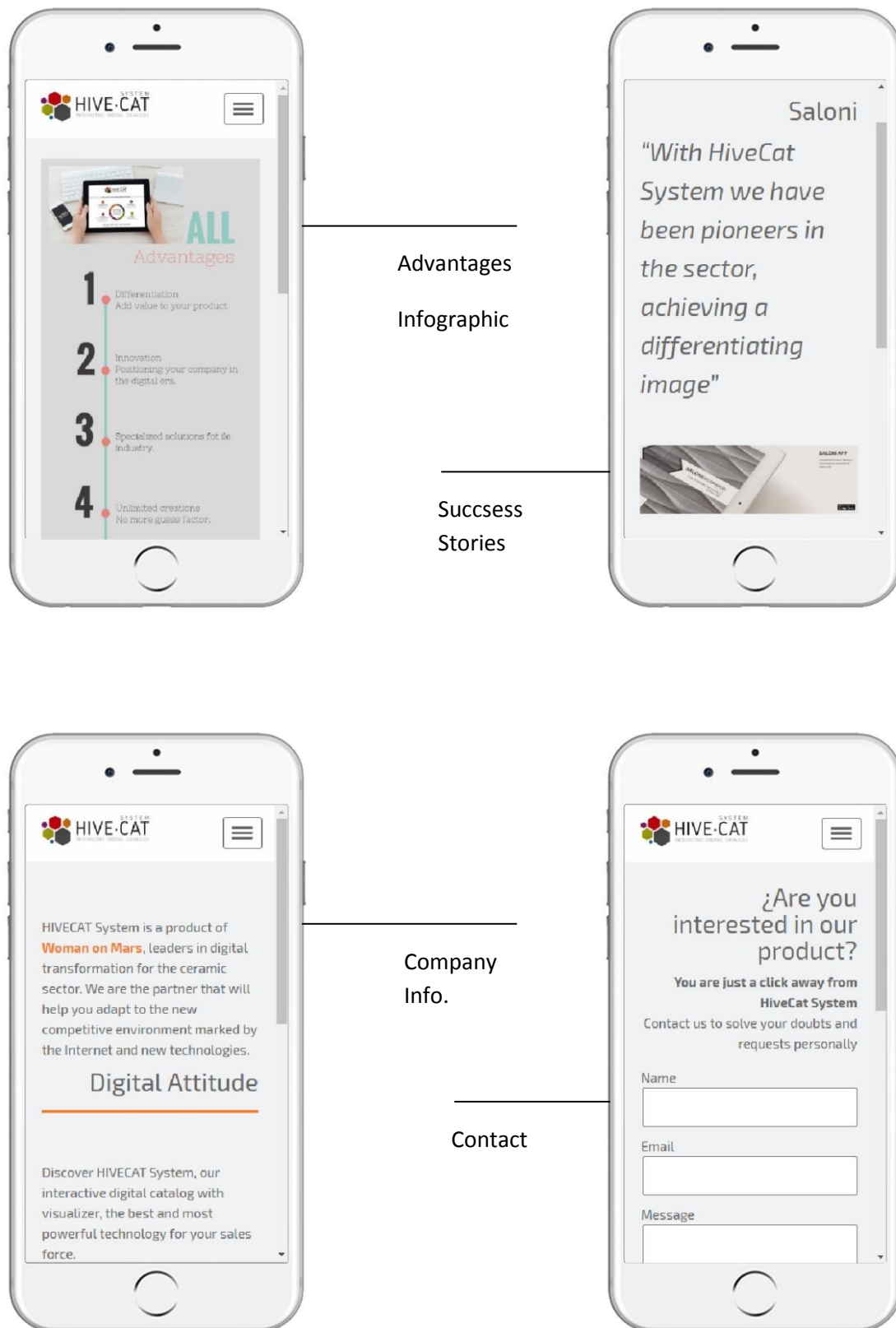
- **Solution:** this section includes detailed information about the different functions covered by the system.
- **Advantages:** this section includes an infographic with the advantages that HIVECAT System contributes to the users of the system.
- **Success stories:** the reason to include this section is explained in detail in action number eight.
- **Company:** it is important to remember that HIVECAT System is a product of Woman on Mars, so I see a need to create a section that remembers this linkage to visitors and includes information about the company as well as a link to its corporate website.
- **Contact:** this section is composed of a contact form so that potential clients can contact the company to obtain more information about HIVECAT System.
- **Webinars:** this section refers to the proposal explained in detail in action number 6.
- **Blog:** This section refers to the proposal explained in detail in action number 5.

I have chosen to show how the web page is displayed on a Smartphone, since as has been seen previously in the analysis of technological aspects, this is the support that will experience greater growth in the coming years, in fact in 2021 the number of People with mobile phones will have practically doubled), according to the latest Ericsson 'Mobility Report'.

**Figure 33. HIVECAT System webpage**







Source: Own elaboration.

#### 5.4.3. Action 2: Special launching offer

##### Objectives to which it contributes:

- Achieve a brand awareness level of 50% in the first year.
- Convert 10% of leads in clients within a period of 12 months.
- Increase sales by 20% next year.
- Increase Company profits by 10% over the next 12 months.

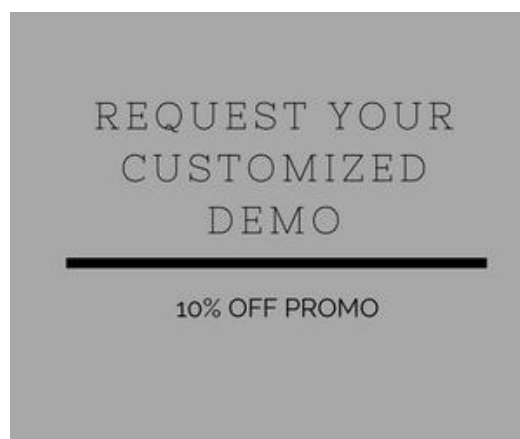
**Operative dimensions implicated:** price and promotion

**Implementation Period:** 1 month

**Budget:** Free

I propose to make a special launch offer offering a 10% discount to potential customers requesting a personalized demo. What is expected is to capture a minimum of 25 customers during that time; otherwise the offer could be extended. This promotion will be communicated through a banner that will be placed in the main page of the web.

**Figure 34. Banner design for special launching offer**



*Source: Own elaboration.*

#### 5.4.4. Action 3: Create a YouTube Account for HIVECAT System

##### Objectives to which it contributes:

- Achieve a brand awareness level of 50% in the first year.
- Achieve a 70% interaction with customers during the next year.
- Getting 95% of satisfied customers over the next 12 months.

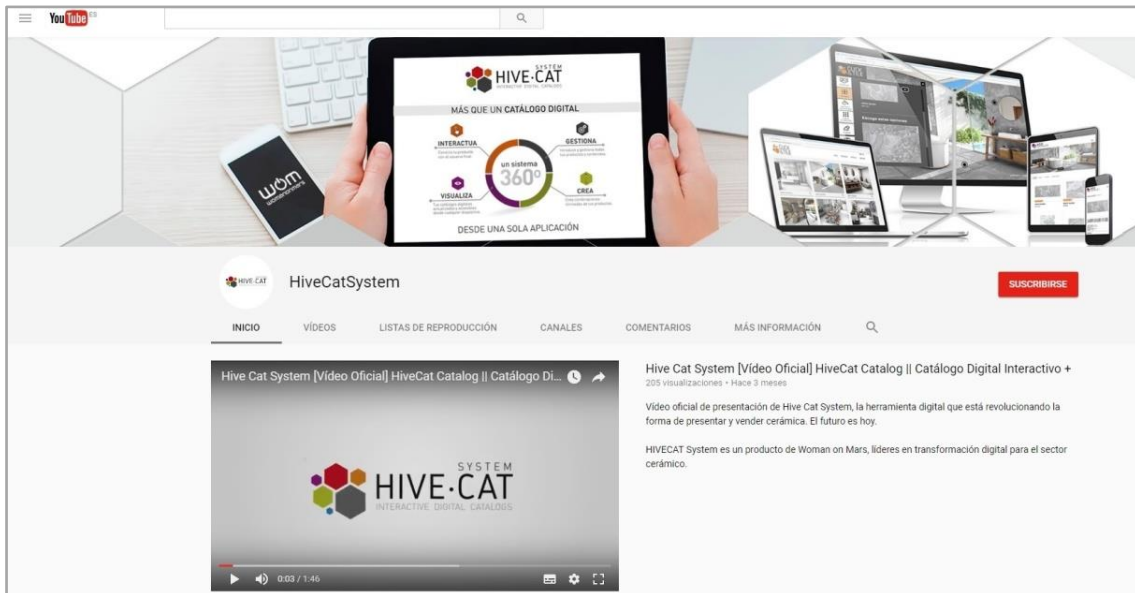
**Operative dimensions implicated:** product and promotion

**Implementation Period:** 1 week

**Budget:** Free

The account will be used to share the promotional video of HIVECAT System (currently only uploaded on the Woman on Mars channel) as well as video tutorials that will explain how to handle the tool in an easy and simple way. Videos should be labeled correctly and include subtitles.

**Figure 35. Example of HIVECAT System YouTube account**



Source: Own elaboration.

#### 5.4.5. Action 4: Create a Twitter account for HIVECAT System

##### Objectives to which it contributes:

- Achieve a brand awareness level of 50% in the first year.
- Achieve a 70% interaction with customers during the next year.
- Getting 95% of satisfied customers over the next 12 months.

##### Operative dimensions implicated: promotion

##### Implementation Period: 1 week

##### Budget: Free

Twitter is the best social network to publicize a new brand or product and the most propitious to become viral. That is why I propose, in a first phase, to use this network to make the new tool known. The account would be dedicated to sharing content related to HIVECAT System, short and simple messages, including a shortened link with a shortened URL tool to the website of HIVECAT System, so we will generate traffic to the new website. YouTube videos and new blog articles will also share on this platform.

I also propose create the hastag #hivecatsystem and monitoring it, which will collect all the publications.

Another important aspect is the tracking of key customer accounts, as well as potential customers, fairs and other accounts relevant to the sector in which the company operates. It will be use labels and hastags as many times as is appropriate and I recommend being active with likes and retweets, it is important to remember that a retweet from a relevant account is very beneficial. Twitter requires a daily activity and with more than one publication per day.

Here is how the HIVECAT System Twitter account would look and an example post on this social network:

**Figure 36. Example of HIVECAT System Twitter account**



Source: Own elaboration.

**Figure 37. Example of HIVECAT System Twitter account**



Source: Own elaboration.

#### 5.4.6. Action 5: Facebook Ad campaign

##### Objectives to which it contributes:

- Achieve a brand awareness level of 50% in the first year.
- Achieve a 70% interaction with customers during the next year.

##### Operative dimensions implicated: promotion

##### Implementation Period: 1 week

##### Budget: 7€ per day = 49€

I propose not to create a specific Facebook account for HIVECAT System, but to take advantage of the corporate account of Woman on Mars to carry out the campaigns. A Facebook Ad campaign made from the corporate social network will give greater reliability.

My proposal is to use Facebook to promote videos that are posted on the YouTube channel of HIVECAT System. The goal is to get new subscribers and add visits to videos, improving the positioning on YouTube. Here is an example of a promotional campaign boosting a post:

Figure 38. Example of Facebook boost post

Source: Own elaboration.

#### 5.4.7. Action 6: LinkedIn product page

##### Objectives to which it contributes:

- Achieve a brand awareness level of 50% in the first year.
- Achieve a 70% interaction with customers during the next year.

**Operative dimensions implicated:** promotion

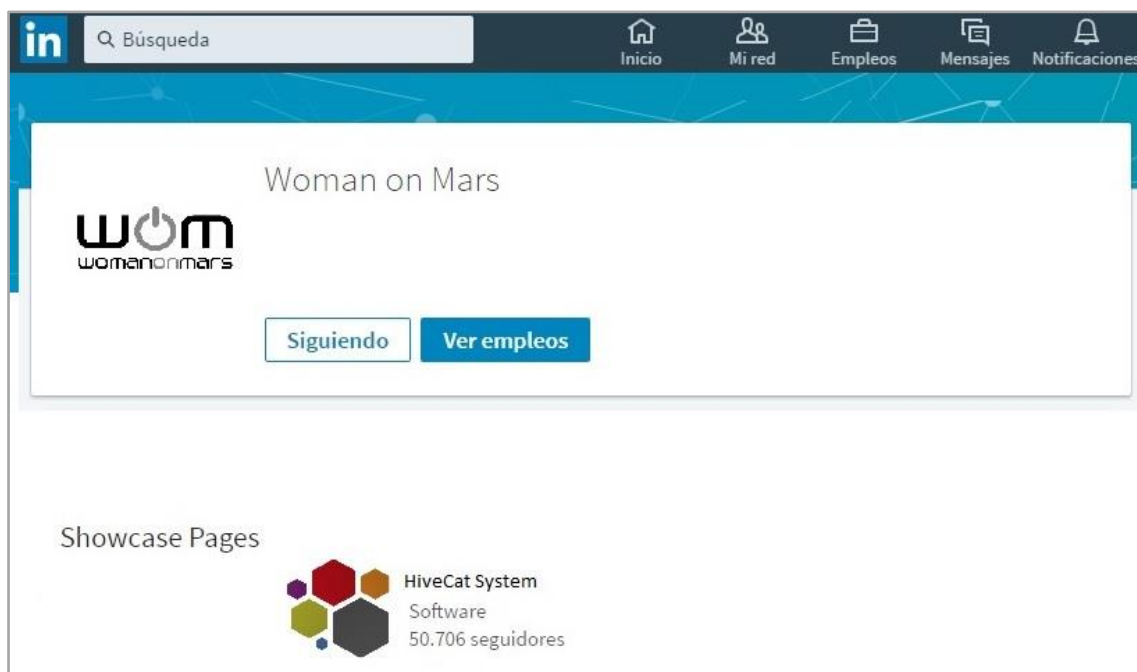
**Implementation Period:** 1 week

**Budget:** Free

In the B2B environment, it is imperative to have a presence in the best professional social network, LinkedIn. This is one of the practices carried out by Salesforce, one of the competitors analyzed. Salesforce has been rated by Forbes for four consecutive years as the most innovative company. Salesforce makes great use of product pages, creating one for each type of product or service it offers. These pages are intended to establish a long-term link with a specific audience and are not useful for short-term marketing campaigns.

The proposal is to create a product page for HIVECAT System within the page of Woman on Mars, an example is shown below:

**Figure 39. Example of LinkedIn product page**



Source: Own elaboration.

#### 5.4.8. Action 7: Create a Blog

##### Objectives to which it contributes:

- Achieve a brand awareness level of 50% in the first year.
- Convert 10% of leads in clients within a period of 12 months.
- Achieve a 70% interaction with customers during the next year.

**Operative dimensions implicated:** product, promotion and distribution

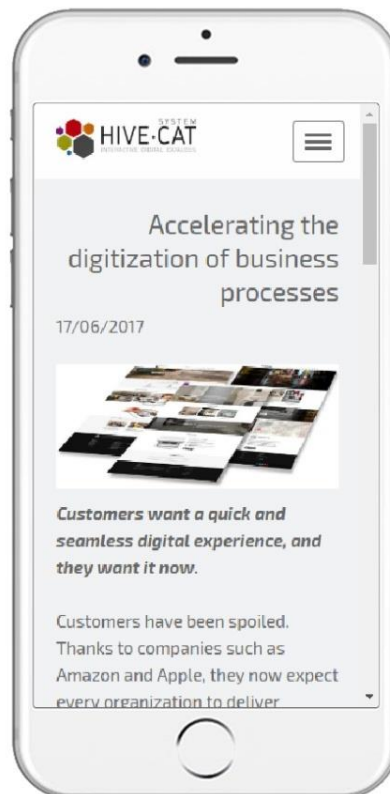
**Implementation Period:** 12 months

**Budget:** Free

Another proposal is to create a blog to share relevant and quality content. As seen previously, inbound marketing is one of the two most powerful tools for attracting leads.

The goal of the blog, beyond which users read their entries, is to sell. Therefore, a monthly post will be published regarding the importance of companies being able to adapt to the current digital paradigm and how the Woman on Mars system can help them and facilitate the process. The posts will be shared through the different social networks.

**Figure 40. Example of HIVECAT Blog post**



*Source: Own elaboration.*



#### 5.4.9. Action 8: Create a Webinar Q&A

##### Objectives to which it contributes:

- Convert 10% of leads in clients within a period of 12 months.
- Achieve a 70% interaction with customers during the next year.
- Getting 95% of satisfied customers over the next 12 months.

**Operative dimensions implicated:** product, promotion and distribution

**Implementation Period:** 12 months

**Budget:** 39€/mo x 12 months: 468€

The proposal involves making a webinar every Monday at 4pm Spanish time, a session in which the specialized commercial team will be responsible for responding live and live the questions of all those users who have registered to access it. In addition, users who have registered will become part of the company's database and included in the corresponding list for the automated sequence of emails.

The objective is to solve the doubts of all those who have registered, among them there will be potential customers and the webinar will serve to resolve doubts about the operation of the tool, this will make the purchase process faster. In this case, the webinar would be fulfilling a catchment function.

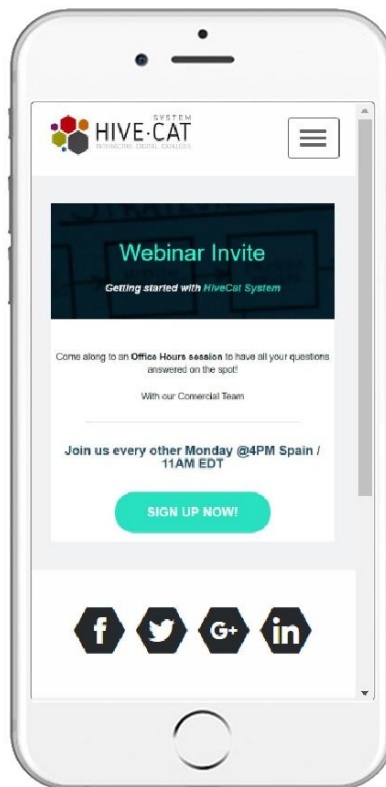
There may also be real customers among the attendees who have doubts or questions about the tool; in this case the webinar will become a powerful loyalty tool.

This and other future webinars will have their own section on the HIVECAT System website. The requirements to participate in these sessions are as follows:

- Have a computer connected to the Internet (recommended connection: 128 Kbps).
- Loudspeakers to be able to listen, preferably headband and isolate well the noises of the environment.
- Microphone to speak. If there is no microphone, attendees will be able to use text messages through chat.



Figure 41. Example of Webinar Invite



Source: Own elaboration.

#### 5.4.10. Action 9: Success Stories

##### Objectives to which it contributes:

- Achieve a brand awareness level of 50% in the first year.
- Achieve a 70% interaction with customers during the next year.

##### Operative dimensions implicated: promotion

##### Implementation Period: 12 months

##### Budget: Free

During the analysis of the main competitors we have seen that it is a widespread practice to share cases of success, so I propose to do something similar with those customers who have already implemented the system.

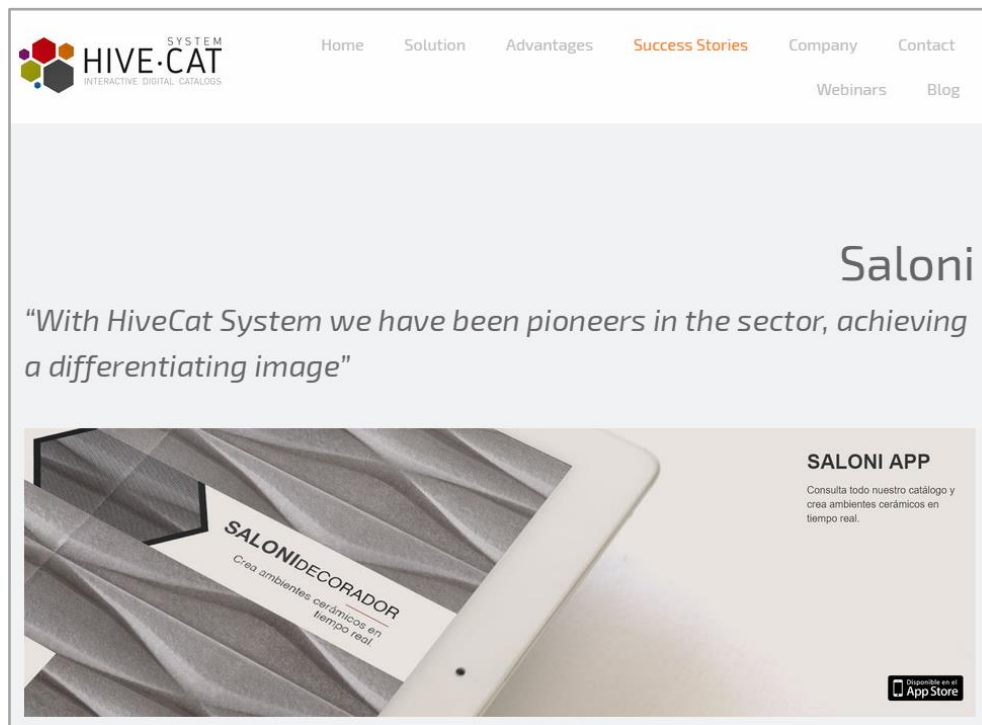
The success stories will be shared both on the website (a specific section has been designed for this as seen previously in the first of the actions) and in the following networks social networks:

- Twitter from HIVECAT System.

- LinkedIn on Woman on Mars page on the product page designed for HIVECAT System.
- Facebook Woman on Mars.

The following is an example of the suggested proposal:

**Figure 42. Example of success story of HIVECAT System Client**



Source: Own elaboration.

#### 5.4.11. Action 10: Email marketing automation

##### Objectives to which it contributes:

- Achieve a brand awareness level of 50% in the first year.
- Convert 10% of leads in clients within a period of 12 months.
- Increase sales by 20% next year.
- Increase Company profits by 10% over the next 12 months.

**Operative dimensions implicated:** product, promotion and distribution

**Implementation Period:** 12 months

**Budget:** \*Free

\* The service is not free itself, the package of services hired to be able to perform webinars includes the email marketing automation service.

The last of the proposals is to develop and implement an automated lead capture and loyalty strategy using an email marketing tool. Here are the steps to digitize the sales funnel:

- 1) 1) Capturing leads through a form hosted on the website. This form will request as minimum and mandatory data, the user's email, being able to add as many additional fields as you want. An example would be the form hosted on the page of HIVECAT System that we have seen previously. Once the user enters the data, it becomes part of a dynamic email list (configured and segmented previously within the email marketing platform).
- 2) Sending welcome mail that includes a CTA on day 1. An example could be to include a link to the blog to read the latest entry on the importance of adapting business to the digital age.
- 3) There will be 10 points added to the lead score if the user clicks on the link to the blog entry, this will show interest.
- 4) A new email will be sent after 7 days from the first one, which will also include a CTA, in this case inviting them to view the promotional video of HIVECAT System.
- 5) An additional 10 points will be added to the leads that have clicked on the link to view the video.
- 6) After 13 days will be the last sending of this automated email chain, this email will remind the leads that the launch offer that gives a 10% discount is about to end. At this point you can include an HTML counter that shows the duration of the promotion.

## 5.5. Timeline

After explaining each of the proposed actions, the timeline of each of them is shown below; the implementation time (purple) of the maintenance time (gray) has been differentiated.

For example, several actions involve the creation of profiles in different social networks, in these cases it is important to take into account that after the implementation (creation of the account) there is a maintenance process that goes on over time, since the networks have to be updated periodically.

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
<b>Action 1: Design responsive website</b>												
<b>Action 2: Special launching offer</b>												
<b>Action 3: Create a YouTube Account for HIVECAT System</b>												
<b>Action 4: Create a Twitter account for HIVECAT System</b>												
<b>Action 5: Facebook Ad campaign</b>												
<b>Action 6: LinkedIn product page</b>												
<b>Action 7: Create a Blog</b>												
<b>Action 8: Create a Webinar Q&amp;A</b>												
<b>Action 9: Success Stories</b>												
<b>Action 10: Email marketing automation</b>												

## 5.6. Budget

The table below summarizes the cost of each action as well as the resulting final budget. It is important to remember that all those free of additional costs that the company already has, have been considered "free", the hourly cost and the number of hours that the workers are expected to do to implement are not taken into account.

ACTIONS	WHO DOES THE ACTION?	BUDGET
<b>Action 1: Design responsive website</b>	Own development	100 €
<b>Action 2: Special launching offer</b>	Own development	Free
<b>Action 3: Create a YouTube Account for HIVECAT System</b>	Own development	Free
<b>Action 4: Create a Twitter account for HIVECAT System</b>	Own development	Free
<b>Action 5: Facebook Ad campaign</b>	Own development	49 €
<b>Action 6: LinkedIn product page</b>	Own development	Free
<b>Action 7: Create a Blog</b>	Own development	Free
<b>Action 8: Create a Webinar Q&amp;A</b>	Own development	468 €
<b>Action 9: Success Stories</b>	Own development	Free
<b>Action 10: Email marketing automation</b>	Own development	Free

⇒ **Fixed budget:** 100€ + 49€ + 468€ = **617€**

### 5.7. Control

The control section proposes a series of measures to ensure the achievement of the objectives proposed in this marketing plan; the mechanisms are reflected in the following table:

OBJECTIVES	MEASURING FREQUENCY	CONTROL METHOD
<b>1. Achieve a brand awareness level of 50% in the first year.</b>	Biannual	Google Trends and Google Adwords Keyword Planner.
<b>2. Convert 10% of leads in clients within a period of 12 months.</b>	Bi-monthly	Review and update the customer database.
<b>3. Achieve a 70% interaction with customers during the next year.</b>	Quarterly	Number of likes, retweets, comments, mentions and visualizations on social networks and blog.
<b>4. Getting 95% of satisfied customers over the next 12 months.</b>	Four-monthly	Mail satisfaction survey.
<b>5. Increase sales by 20% next year.</b>	Annual	Annual income review and sales comparison from the last period.
<b>6. Increase Company profits by 10% over the next 12 months.</b>	Annual	Annual accounts review and profit comparison from the last period.

## 6. INDEX WITH FIGURES, TABLES AND GRAPHS

---

### Figures

Figure 1. Organizational chart .....	6
Figure 2. Location .....	6
Figure 3. Service Portfolio of Woman on Mars .....	7
Figure 4. Distribution process .....	7
Figure 5. Cystic Fibrosis poster 2017.....	9
Figure 6. Distinctive capabilities of Woman on Mars .....	10
Figure 7. Value Chain .....	10
Figure 8. Global unemployment rate. Period from 2005 to 2016 .....	15
Figure 9. ZMOT (Zero Moment of Truth).....	17
Figure 10. Mobile phone subscriptions per region, 2015-2021 .....	19
Figure 11. Influence of Porter's Five Forces Model in Woman on Mars .....	23
Figure 12. Levels of competence.....	24
Figure 13. Product portfolio, distribution and promotion of inRiver .....	27
Figure 14. Product portfolio, distribution and promotion of Sales Layer .....	27
Figure 15. Product portfolio, distribution and promotion of Esign .....	28
Figure 16. Product portfolio, distribution and promotion of Tilelook .....	29
Figure 17. Product portfolio, description and promotion of Maticad .....	29
Figure 18. Product portfolio, description and promotion of InaCátalog .....	30
Figure 19. Product portfolio, description and promotion of Maticad .....	31
Figure 20. Product portfolio and description of Tilelook .....	31
Figure 21. Product portfolio and description of Esign.....	31

<b>Figure 22. Product portfolio and description of Maticad .....</b>	<b>32</b>
<b>Figure 23. Product portfolio, description and price of Tilelook.....</b>	<b>32</b>
<b>Figure 24. Enterprise SaaS growth and market leader, 4Q 2016 .....</b>	<b>33</b>
<b>Figure 25. Small Business and SaaS.....</b>	<b>34</b>
<b>Figure 26. SWOT of HIVECAT System.....</b>	<b>35</b>
<b>Figure 27. Product-Market I of HIVECAT System.....</b>	<b>37</b>
<b>Figure 28. Product-Market II of HIVECAT System.....</b>	<b>38</b>
<b>Figure 29. Customers by activity and by invoicing amount. Period 2015.....</b>	<b>39</b>
<b>Figure 30. Positioning Map .....</b>	<b>40</b>
<b>Figure 31. Modules of HIVECAT System .....</b>	<b>41</b>
<b>Figure 32. Ansoff Matrix .....</b>	<b>42</b>
<b>Figure 33. HIVECAT System webpage.....</b>	<b>48</b>
<b>Figure 34. Banner design for special launching offer .....</b>	<b>50</b>
<b>Figure 35. Example of HIVECAT System YouTube account .....</b>	<b>51</b>
<b>Figure 36. Example of HIVECAT System Twitter account.....</b>	<b>52</b>
<b>Figure 37. Example of HIVECAT System Twitter account.....</b>	<b>52</b>
<b>Figure 38. Example of Facebook boost post .....</b>	<b>53</b>
<b>Figure 39. Example of LinkedIn product page .....</b>	<b>54</b>
<b>Figure 40. Example of HIVECAT Blog post .....</b>	<b>55</b>
<b>Figure 41. Example of Webinar Invite.....</b>	<b>57</b>
<b>Figure 42. Example of success story of HIVECAT System Client .....</b>	<b>58</b>



## Tables

<b>Table 1. Financial profile, period 2016.....</b>	<b>8</b>
<b>Table 2. Product portfolio, distribution and promotion of inRiver .....</b>	<b>26</b>
<b>Table 3. Product portfolio, distribution and promotion of Sales Layer.....</b>	<b>26</b>
<b>Table 4. Product portfolio, distribution and promotion of Esign.....</b>	<b>27</b>
<b>Table 5. Product portfolio, distribution and promotion of Tilelook.....</b>	<b>28</b>
<b>Table 6. Product portfolio, description and promotion of Maticad.....</b>	<b>29</b>
<b>Table 7. Product portfolio, description and promotion of InaCátalog.....</b>	<b>29</b>
<b>Table 8. Product portfolio and description of Tilelook.....</b>	<b>30</b>
<b>Table 9. Product portfolio, description and promotion of Maticad.....</b>	<b>31</b>
<b>Table 10. Product portfolio and description of Esign .....</b>	<b>31</b>
<b>Table 11. Product portfolio and description of Maticad .....</b>	<b>32</b>
<b>Table 12. Product portfolio, description and price of Tilelook .....</b>	<b>32</b>
<b>Table 13. Summary of action plans .....</b>	<b>44</b>

## Graphs

<b>Graph 1. % of Europeans with authoritarian populist views 2016.....</b>	<b>12</b>
<b>Graph 2. Annual rates GDP. Period from 2009 to 2015 .....</b>	<b>13</b>
<b>Graph 3. Evolution of CPI. Period from 2009 to 2016 .....</b>	<b>14</b>
<b>Graph 4. Influence of macro-environment in Woman on Mars .....</b>	<b>21</b>

## 7. BIBLIOGRAPHY

---

- Akamai (2016). *Fourth Quarter, 2016 State Of The Internet Report*. [online] Available at: <https://www.akamai.com/us/en/about/news/press/2017-press/akamai-releases-fourth-quarter-2016-state-of-the-internet-connectivity-report.jsp> [Accessed 25 May. 2017].
- Bankinter Blog (2016). *Paro en el mundo*. [online] Available at: <https://blog.bankinter.com/economia/-/noticia/2016/1/22/paro-en-el-mundo> [Accessed 16 Apr. 2017].
- CEOE (2016). *Envejecimiento de la población y sus efectos en el mercado laboral español*. [online] Available at: [http://contenidos.ceoe.es/CEOE/var/pool/pdf/publications\\_docs-file-204-el-envejecimiento-de-la-poblacion-y-sus-efectos-en-el-mercado-laboral-espanol.pdf](http://contenidos.ceoe.es/CEOE/var/pool/pdf/publications_docs-file-204-el-envejecimiento-de-la-poblacion-y-sus-efectos-en-el-mercado-laboral-espanol.pdf) [Accessed 18 Apr. 2017].
- Ecoembes (2015). *Informe anual*. [online] Available at: <https://www.ecoembes.com/sites/default/files/informe-anual-2015.pdf> [Accessed 12 Apr. 2017].
- Ecovidrio (2017). [online] Available at: <http://www.ecovidrio.es/> [Accessed 6 Apr. 2017].
- El mundo (2017). *El FMI eleva el crecimiento de España para 2017 pero alerta del populismo*. [online] Available at: <http://www.elmundo.es/economia/2017/01/16/587cb357e5fdea385b8b4608.html> [Accessed 5 Feb. 2017].
- El País (2017). *La banda ancha en España es la segunda más cara de Europa*. [online] Available at: [http://economia.elpais.com/economia/2017/03/03/actualidad/1488530153\\_512133.htm](http://economia.elpais.com/economia/2017/03/03/actualidad/1488530153_512133.htm) [Accessed 26 Apr. 2017].
- Eldiario.es (2016). *El ancho de banda por el mundo: descubre cuál es la conexión más cara del planeta*. [online] Available at: [http://www.eldiario.es/hojaderouter/ntssolutions/banda\\_ancha-internet-conexion-precios\\_6\\_554404558.html](http://www.eldiario.es/hojaderouter/ntssolutions/banda_ancha-internet-conexion-precios_6_554404558.html) [Accessed 26 Apr. 2017].
- Elkay (2017). [online] Available at: [www.elkay.com/](http://www.elkay.com/) [Accessed 19 Apr. 2017].

- Ericsson (2017). *Ericsson Mobility Report - Ericsson*. [online] Available at: <https://www.ericsson.com/mobility-report> [Accessed 23 Mar. 2017].
- Esign (2017). [online] Available at: <http://www.e-sign.com/> [Accessed 28 Apr. 2017].
- European Commission (2017). *Communication, public opinion*. [online] Available at: <http://ec.europa.eu/COMMFrontOffice/publicopinion/index.cfm/General/index> [Accessed 6 Apr. 2017].
- Eurostat (2017). *Browse statistics by theme - Eurostat*. [online] Available at: <http://ec.europa.eu/eurostat/data/browse-statistics-by-theme> [Accessed 8 Mar. 2017].
- Financesonline (2015). *The state of SaaS in 2015*. [online] Available at: <https://financesonline.com/state-saas-2015-global-market-trends-growth-forecasts-industry-reports/> [Accessed 15 May. 2017].
- IDC (2017). *Mobile Internet Users to Top 2 Billion Worldwide in 2016*. [online] Available at: <http://www.idc.com/getdoc.jsp?containerId=prUS40855515> [Accessed 14 May. 2017].
- Inacatalog (2017). [online] Available at: [www.inacatalog.com/](http://www.inacatalog.com/) [Accessed 28 Apr. 2017].
- Kotler, Ph y Keller, K.L. (2012). *Dirección de Marketing*. Prentice Hall, Madrid,
- La Nación (2017). *El populismo sigue al acecho en 2017, puede sorprender en varias elecciones*. [online] Available at: <http://www.lanacion.com.ar/1971935-el-populismo-sigue-al-acecho-en-2017-puede-sorprender-en-varias-elecciones> [Accessed 25 Feb. 2017].
- Maticad (2017). [online] Available at: [www.maticad.es/](http://www.maticad.es/) [Accessed 28 Apr. 2017].
- Ministerio de Economía, Industria y Competitividad (2017). [online] Available at: <http://www.idi.mineco.gob.es> [Accessed 15 May. 2017].
- Munuera, J.L. y Rodríguez, A.I. (2007): *Estrategias de marketing, Un enfoque basado en el proceso de dirección*. ESIC Madrid.
- Naciones Unidas (2016). *La situación demográfica en el mundo*. [online] Available at: <http://www.un.org/en/development/desa/population/publications/pdf/trends/Concise%20Report%20on%20the%20World%20Population%20Situation%202014/es.pdf> [Accessed 26 Mar. 2017].

- Pandalabs (2016). *Mobile Informe Pandalabs Q3 2016*. [online] Available at: <http://www.pandasecurity.com/spain/mediacenter/src/uploads/2017/02/Pandalabs-2016-Q3-es.pdf> [Accessed 26 Apr. 2017].
- Sabi database (2017). [online] Available at: <https://sabi.bvdinfo.com/> [Accessed 10 Feb. 2017].
- Sales Layer (2017). [online] Available at: [saleslayer.com/es/](https://saleslayer.com/es/) [Accessed 19 Apr. 2017].
- Salesforce (2017). [online] Available at: <https://www.salesforce.com/es/> [Accessed 19 Apr. 2017].
- Santesmases, M. (2007 y 2012): Marketing. *Conceptos y Estrategias*. 5ª edición (revisada) y 6ª edición. Pirámide, Madrid.
- Statista (2017). *Avance de la derecha populista en europa*. [online] Available at: <https://es.statista.com/grafico/5724/el-avance-de-la-derecha-populista-en-europa/> [Accessed 6 Apr. 2017].
- Tilelook (2017). [online] Available at: <https://www.tilelook.com/> [Accessed 5 May. 2017].
- Woman on mars (2017). [online] Available at: <http://www.womanonmars.com/> [Accessed 20 Jan. 2017].
- Worldometer (2017). *Countries in the world by population*. [online] Available at: <http://www.worldometers.info/world-population/population-by-country/> [Accessed 26 Mar. 2017].
- Youngmarketing (2017). *Tecnológicos, emprendedores y creativos. Conozca a los jóvenes de la generación z*. [online] Available at: <http://www.youngmarketing.co/tecnologicos-emprendedores-y-creativos-conozca-a-los-jovenes-de-la-generacion-z/> [Accessed 18 Apr. 2017].
- ZMOT Manual (2012). *Formas de traer compradores en el momento cero de la verdad*. [online] Available at: [https://think.storage.googleapis.com/intl/es-419\\_ALL/docs/2012-zmot-handbook\\_2\\_research-studies.pdf](https://think.storage.googleapis.com/intl/es-419_ALL/docs/2012-zmot-handbook_2_research-studies.pdf) [Accessed 26 Apr. 2017].